

U.S. House of Representatives

CAO

CHIEF ADMINISTRATIVE OFFICER

SEMIANNUAL REPORT

JANUARY - JUNE 2023



"...The Chief Administrative Officer shall report to the Committee on House Administration not later than 45 days following the close of each semiannual period ending on June 30 or December 31 on the financial and operational status of each function under the jurisdiction of the Chief Administrative Officer. Each report shall include financial statements and a description or explanation of current operations, the implementation of new policies and procedures, and future plans for each function."

House Rule II 4(b)

118th Congress

CAO Mission

We serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties.



CAO Vision

To be an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees.



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Executive Summary

With the 118th Congress underway, the Office of the Chief Administrative Officer (CAO) has spent the past six months hard at work supporting staff and Members, both returning and newly elected, while remaining steadfast in our mission to be “Member Focused. Service Driven.” From creating our own House-tailored products to hosting the first-ever series of CAO staff conferences, our CAO teams have embraced new, innovative ways to collaborate on, acquire, and deliver on modern operational and administrative services to House offices across the nation.

In January of 2023, the CAO helped launch the historic 118th Congress. The 118th Transition marks the first time since 1952 that the House simultaneously underwent a majority party change and a House-wide reapportionment and redistricting effort. Although it was challenging due to the complexity of the redistricting work and the increased volume, 60 CAO teams and House Partners worked together to accomplish this important mission. Through this effort, we conducted hundreds of Member, Committee, and Leadership office moves, helped set up offices in Washington D.C. and in hundreds of district offices across the United States, and onboarded thousands of new employees. I am grateful for the hard work of every CAO employee who helped make this a success. The 118th Congress could not have launched without their dedication and effort.

During the first half of 2023, the Congressional Staff Academy expanded its in-person and on-demand courses in partnership with House Officers and other congressional partners. Building off of previous leadership courses and the demand from staff for more, the Congressional Staff Academy launched a new program – the Professional Leadership Development Program. The program includes courses on problem solving, self-advocacy and ownership, and preparing to lead.



Catherine L. Szpindor, Chief Administrative Officer

The CAO Coach program continued to play an integral role in providing professional development opportunities, both in-person and on-demand, for staff in D.C. and district offices. Over the past six months, the CAO Coaches have hosted more than 700 one-on-one consultations and 33 virtual and in-person panels covering a range of topics that reflect the daily operations and challenges of House offices. Capitalizing on the success of the District Office Conference Program, the CAO Coaches partnered with the Customer Experience team to launch an even bigger, more comprehensive operation: the CAO Staff Conference Program. Over the past six months, and in partnership with the Customer Advocates, the Coaches have held five conferences designed to enhance role-specific job skills and streamline office workflows. Over 400 Washington, D.C. and district office staff attended these two-day conferences, which featured more than 60 breakout sessions. Additional conferences will be hosted in the latter half of 2023.

As the frontline resource for the House community, First Call continued to provide a multitude of services to support Members and staff. In March, First Call partnered with House Information Resources to roll out House Room Reservations. This new platform addressed the collective feedback of House offices to find the best spaces for their meeting and conference needs. House Room Reservations allows offices to search; visualize rooms and layout options; check a space's availability; reserve rooms; and request the services of House Creative Services, catering, and A/V consultations. Thus far, there have been more than 14,000 visits to the House Reservations tool and more than 3,400 room reservations have been booked.

House Creative Services, the House's one-stop-shop for digital photography, videography, and other creative service needs, continued to unveil additional new products and offerings, including its first-ever 360-degree video on the House Floor. Commissioned by the Speaker, this video of the Joint Session of Congress with the Prime Minister of South Korea allowed the American people and others around the world the opportunity to feel like they were sitting in the House Chamber.

The House Digital Service team also rolled out several new tools and solutions, which House staff expressed were their highest priority. One of these tools included the team's first home-grown product: Deconflict. For the first time in the institution's history, House staff now have visibility into each Committee's upcoming hearings and markups before they are publicly published to minimize Member scheduling conflicts.

With the ever-present threat of cybersecurity attacks, the Information Security team focused on the maturation of its processes and expanded its defensive capabilities to protect the House's cyber network on campus and beyond the Capitol. Over the past six months, the team mitigated 16,000 high and critical vulnerabilities. The Cyber Threat Intelligence team also developed a Strategic Threat Landscape to track known or predicted threat actors that pose a significant risk to the House.

The Technology Partner+ Program continued to provide critical technical support and system administrative services to Member offices. To date, there are now 144 Member offices now enrolled in the program. In addition, the Technology Service Desk continued to provide 24/7 support to Member offices across the country. Over the past six months, the call center has fielded and resolved more than 20,000 calls and online queries submitted through the MyServiceRequests platform.

As newly elected and returning Members moved into new offices across the campus, Logistics and Support diligently conducted office design consultations and facilitated office setups. The Furniture Resource Management team staged and arranged more than 1,300 furniture pieces to ensure staff could conduct official business in ergonomic, productive workspaces. To account for all furniture placed in approximately 275 Member offices throughout the Cannon and Longworth House Office Buildings, the Inventory team completed a furniture inventory audit for the first half of 2023 using modern, digital tools. To assist with the transportation and storage of furniture, office renovations, and setup of special events, the Logistics team moved an additional 30,000 pieces of furniture and supported 1,160 special events. Complementary to these services, the Office Design and Move Services team completed 7,500 service requests for Member offices, ranging from office redesigns to relocations and workspace modifications.

As the CAO expanded its contracts to acquire new services for the House community, the Finance team worked expeditiously to approve over 6,000 new vendors and updated information for more than 5,000 existing vendors. In partnership with Enterprise Applications, Financial Counseling continued to roll out the popular My Expenses tool to Member offices. To date, more than 4,000 users in 324 Member offices have been successfully using the new tool.

In an effort to continue their important work of helping House staff thrive in their personal and professional lives, the House Center for Well-Being offered more than 50 webinars, briefings, and in-person events focused on the different dimensions of well-being. Additionally, the Well-Being team had more than 3,300 personal interactions with House offices. The Office of Employee Assistance also expanded its offerings to provide more robust support for district office staff navigating challenging constituent interactions. Their partnership with the Congressional Staff Academy to host a dedicated webinar series has helped empower district staff as they work to resolve constituent casework.

To effectively communicate and educate the House community about all of these services, the CAO Communications and Marketing team spent the first half of 2023 identifying opportunities to address House staff and CAO service provider needs. The team provided instrumental support for several major CAO initiatives and the rollout of new services. Most notably, CAO Communications and Marketing created comprehensive marketing materials for the annual House Center for Well-Being Fair and the addition of new campus food offerings. The team also promoted the House Digital Service's new advisory groups and supported the new HouseNet project. In total, the team completed over 3,000 initiatives and sent out more than 400 individual emails and newsletters to House staff.

As we look ahead to the rest of 2023, the CAO remains focused on making progress on its high-priority projects, assessing new ways we can continue to best support House Members and staff, and above all, ensuring that we remain Member Focused and Service Driven.



Catherine L. Szpindor
Chief Administrative Officer

House Information Resources

House Information Resources (HIR) is responsible for designing, securing, advancing, and supporting the vast array of data available on the House network.

HOUSE DIGITAL SERVICE

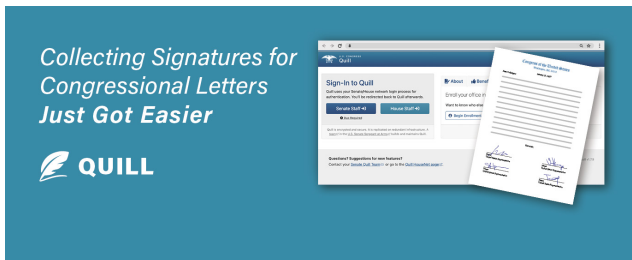
Leading the charge to develop and incubate products and services that solve the unique technology challenges of the House, the **House Digital Service** team began to lay the foundation for collaborative opportunities across the House. Core to the team's mission and methodology, the team embraced its partnership with the CAO Communications and Marketing team to connect with House staff to fully understand their technological challenges and office workflows so they can implement the most effective solutions. Through the launch of the House Digital Advisory Group and its newsletters, surveys, and listening sessions with attendees in Washington, D.C. and the districts, over 350 House staffers have provided their feedback, and the group's membership continues to grow. House Digital Service also formed several focus groups to conduct user searches on topics such as flag tracking, constituent communications, legislative processes, and office administration. In April, House Digital Service made it easier for offices to understand and explore emerging AI technology. The team formed an AI Working Group with House staff to evaluate the utility of generative AI tools.



The House Digital Service hosts listening sessions for staff to share ideas and feedback on House technology solutions.

Throughout the first half of 2023, the House Digital Service team rolled out several new tools and solutions from their product backlog, which were prioritized based on the feedback of House staff. The first solution deployed was the team's very first home-grown product: Deconflict. Intended primarily for use in Committee offices, this modern calendar interface provides staff visibility into each House Committee's upcoming hearings and markups before they are publicly noticed. Deconflict also maps a Committee's roster to highlight any scheduling conflicts that may make it difficult for Members to attend Committee hearings. This new solution has provided Committees with greater flexibility to adjust their schedules when necessary, thereby freeing Members to attend to their other constitutional duties.

Another new tool released in 2023, Leadership Lists, allows staff to see their office's memberships in party-specific email distribution lists and then easily add and remove any office staff from those lists. To facilitate the launch of this tool, House Digital Service collaborated with several House Information Resources (HIR) teams along with Majority and Minority Leadership offices to rethink a longstanding HIR policy pertaining to Active Directory group memberships in order to digitalize a tedious task for both Leadership and Member office staff.



Quill is an invaluable tool for staff to digitally collect co-signatures for official letters.

Now in its third year of usage at the House, Quill continues to be an invaluable tool for the robust collection of co-signatures for official letters. As expected, the platform reached peak usage during the FY2024 Appropriations cycle. Support for the platform has also matured over the years with the assistance of IT Customer Solutions. To further support other members of the House community, the House Digital Service team plans to pursue a partnership with the Clerk of the House to allow Quill to similarly digitize bill co-sponsorship requests.

HOUSE WEB SERVICES

In support of the 118th Congressional Transition, **House Web Services** decommissioned the websites of departing Members, updated returning Member websites, and supported the setup of customized websites for all new Member-elect websites. In the final days before Swearing-In, the team ensured all websites were ready for the start of the 118th Congress.

Throughout the first half of 2023, the House Web Services team continued its work to modernize House websites in accordance with Section 508 compliance standards. By the end of June, House Web Services improved the accessibility of nearly 50 House office websites, achieving a compliance score above 90 percent and thereby bringing the total number of compliant sites to over 250. To help ensure modernized sites remain compliant, the team also expanded its continuous monitoring program of over 574 House websites to include the use of the House's third-party accessibility checker.

In addition, House Web Services rolled out several enhancements to its web products, including advanced search features that extend to documents and PDFs across all modern House websites, an improved constituent experience within the events calendar, and new capabilities for Member office content editors.

House Web Services also supported Member offices and the Committee on Appropriations through the annual Appropriations request

cycle, which included the implementation of application updates and feature improvements during the busy three-week period. This year, approximately 80,000 requests were submitted for community project funding, bill language, and program funding.

The team also continued its work to ensure the Communicating with Congress platform operated without interruption as the House community returned to campus, processing over 10 million messages between January and June. The team is currently collaborating with advocacy issue groups and Constituent Management System (CMS) vendors, along with other key stakeholders, to identify ways to strengthen how the platform can best deliver value to Members, constituents, and the advocacy community.

ENTERPRISE ARCHITECTURE AND VENDOR MANAGEMENT

In the first half of 2023, the **Enterprise Architecture** team continued its work to mature its recently established Architecture Review Board, which provides a formal review process for validating and recommending architecture for HIR solutions and services. With the implementation of the Enterprise Architecture tool for automation of the reviews and artifact maintenance, reviewers and CAO leadership now have access to current and past reviews, enabling the team to more effectively conduct enterprise analysis and make informed decisions. Access to such data also allows HIR's engineers to perform cross-functional planning, which is critical to the maturation of HIR's architecture discipline across the enterprise.

Enterprise Architecture also continued to support the CAO's virtual data center, mature operational capabilities, and extend CAO service offerings into the cloud. Major efforts have been made to optimize cost savings and remove unnecessary expenses with the environment. Further, as service offerings have expanded, operational enhancements have also been implemented in areas like cybersecurity and network infrastructure. To support the CAO's modern technology stacks, the team has also focused on growing capabilities through multiple successful DevOps and Infrastructure as code deployments across cloud and data center environments.

During the first half of 2023 and as part of the 118th Congressional Transition, the **HIR Vendor Management** team within Enterprise Architecture validated over 893 Client Work Orders submitted by Member, Committee, and Leadership offices for the Technology Service Contract (TSC) and Master Web Service Agreement (MWSA) services. As a result of redistricting this Congress and leadership changes, the team coordinated with TSC CMS providers to address 224 CMS data conversion requests and with web vendors to update 25 Member websites and 28 Committee websites.

HIR Vendor Management onboarded one new vendor for maintenance and systems administration support under the TSC, while three vendors withdrew web services and support to House offices under the MWSA.

In support of the cloud service review process, HIR Vendor Management facilitated the review and authorization of nine cloud products for use across the House.



The Office of Cybersecurity hosts regular in-person events to educate staff on cybersecurity best practices and answer cyber-related questions.

CYBERSECURITY

The Office of Cybersecurity works to protect the data on the House network while also educating users on how best to perform their congressional work in a secure manner.

Architecture and Engineering

Throughout the first half of 2023, the Architecture and Engineering team continued its efforts to enhance and mature the House's overall cybersecurity posture and ensure the CAO has access to security services and tools used to identify and mitigate potential vulnerabilities. Through secure implementation and configuration, the team also continued to support House modernization efforts, helping to build out a resilient infrastructure – from endpoints to servers – in support of the House enterprise.

Working with different stakeholders from across the Office of Cybersecurity and House Information Resources (HIR), the Architecture and Engineering team facilitated the monitoring and custom creation of alerts for new House data

sources and security tools. The current Security Information and Event Management (SIEM) and Security Orchestration, Automation, and Response (SOAR) tools were also upgraded to add new capabilities and address potential security vulnerabilities. As new systems were introduced to the House environment, the team performed timely security audits of on-premises servers, databases, and web applications. Architecture and Engineering also audited containerized applications, extending its audit processes to include cloud-based technologies. These efforts have put the team and the CAO at large at the forefront of burgeoning cloud and web security initiatives within the House.

Information Assurance

As new technology is introduced and more federal systems are moved to cloud-based architectures, there is a continuous need for assessments and updates to authorization boundaries to appropriately secure and manage cyber risks to House information systems. As such, Information Assurance adopted the latest National Institute of Standards and Technology (NIST) security and privacy controls for use with CAO-owned and maintained information systems.

Charged with promoting a culture of security awareness within the House, the Information Assurance team hosted several events including monthly cybersecurity webinars, pop-ups, and tailored briefings for staff. They've also hosted several private Members-only briefings. The team also partnered with Communications and Marketing to publish the

CAO's very first Cybersecurity newsletter, complete with the latest cyber guidance, best practices, and resources for protecting House data. These initiatives are critical in fostering a culture of shared responsibility for securing House information resources, as well as increasing awareness of cyber risks for the House community.

Information Assurance also partnered with multiple stakeholders across the legislative branch, including the Architect of the Capitol (AOC) and Senate-based organizations, to securely facilitate the sharing of cyber risk issues and risk management best practices via cloud-based Software as a Service (SaaS) solutions.

Between January and June, the team continued its work towards maintaining a consistent audit-ready posture by closing out previous audit findings while also providing responses and support to the Office of the Inspector General for ongoing cybersecurity audits. In doing so, Information Assurance is able to significantly contribute to the reduction and mitigation of cybersecurity risks to the House.

JAN - JUN 2023

**92%**

House staff completed
their annual Cybersecurity
Awareness Training

Identity Governance and Administration Assurance

During the 118th Congressional Transition, the Identity Governance and Administration team played a critical role in providing direct support to departing, returning, and new Member offices and staff. The team managed the onboarding of hundreds of new identities and accounts, and ensured that the House maintained secure methods and processes for network authentication. Working cross-functionally across HIR directorates, Identity Governance and Administration managed leadership rosters, centralized its Identity Hub for new efforts, and delivered secure identity and access management services across disparate on-premises and cloud-based environments.

JAN - JUN 2023

986

Active Directory
email accounts
created

1,100

Email groups
created

The team also successfully completed upgrades to the current multi-factor authentication (MFA) solution that provides House personnel with a more secure method of logging on to House workstations. These upgrades signify a major improvement in risk reduction beyond the use of usernames and passwords alone. In addition to the current list of MFA login options, the team now provides authentication via a smartphone application that can enable MFA via push notifications using one-touch acceptance. This new solution provides more options and therefore provides more flexibility in securely connecting to House resources.

Information Security

Between January and June, the Information Security team continued to expand its suite of defensive capabilities, mature its processes, develop its cyber workforce, leverage data and metrics to enhance current security operations in defense of the House, strengthen its Secure Operations Center, and refine its operational support services. Information Security also formed new Threat Hunt and “Purple” teams – a cross-cutting combination of “Red” offensive cyber personnel and “Blue” defensive cyber personnel – to coordinate and conduct security operations. Through this partnership, one team works to attack and exploit and the other works to counter and generate new defensive countermeasures and mechanisms. The operational synergy achieved with this team will help improve and bolster the House’s incident response processes, reducing associated timelines.

Information Security engineers engaged industry partners to incorporate additional vulnerability management tools into its security operations portfolio. Information gathered via enterprise-level data aggregation tools were used to generate new operational processes that will help to improve the overall security of the House enterprise. One of the new processes being piloted is used to quickly identify potentially vulnerable hosts on House networks. This process will establish and mature existing cybersecurity processes that allow for timely vulnerability management, risk management, and threat mitigation.

Information Security also continued to review and refine its threat data and intelligence-gathering sources as well as methods. The Cyber Threat Intelligence team developed a Strategic Threat Landscape – a new product developed as a defensive, yet proactive countermeasure – to track known or predicted threat actors that represent significant risk to the House. Information related to threats obtained from this tool will be shared with cybersecurity partners not only within the legislative branch but with international cyber mission partners as well, creating a safer cyber environment for the House and beyond the nation’s capital.

JAN - JUN 2023



16,000

Mitigated high and critical vulnerabilities

ENTERPRISE APPLICATIONS

To support the standup of new Member offices, **Enterprise Applications** partnered with Human Resources and the CAO Transition team in late 2022 to build the New Member Resume Bank, a job portal accessible through House.gov and for new Member offices to easily review and select resumes from a diverse pool of applicants. A total of 1,064 job positions for 76 new Member-elects were posted and over 12,000 candidates applied.

Enterprise Applications' efforts to automate the asset inventory management process also proved to be an invaluable tool in the setup of new and returning Member offices. The Furniture Management mobile application enabled Logistics and Support staff to identify and track in real time all assets in an individual location with RFID technology and then automate the transfer of that information to the Asset Management platform within the Financial System.

In collaboration with the Office of Finance and the teams supporting the Financial System, Human Resource System, and Low Code development platform, Enterprise Applications developed and implemented a series of automated processes critical to the successful execution of a new House policy on Member's D.C. travel reimbursement. These automations included the integration of banking information for direct deposit, tax withholding, and a new app for processing forms and generating payment files.

Working alongside First Call's Passports team, Enterprise Applications replaced a legacy Microsoft Access-based application with a new, custom application based on the CAO's service request system to streamline and support administrative passport operations. The new application more efficiently facilitates the entry, tracking, and filing of passport data and services requested by Members and House staff.

Enterprise Applications also introduced a new system to support the retail operations of the House Office Supply Store, Gift Shop, and the House Tech web-based storefront. The new system, LS Central, helps manage online sales for U.S. flags as well as online office and technology equipment, product transfer inventories, point-of-sale stations, and temporary pop-up stores.

ENTERPRISE INFRASTRUCTURE AND TELECOMMUNICATIONS

During the first half of 2023, the **Telecommunications Operations** team provided daily support to over 12,000 House telecommunications service users. The team completed over 1,900 programming requests and facilitated the relocation and reprogramming of phones for 19 office moves while upgrading over 250 phones from legacy digital sets to IP sets. The team ordered and coordinated the configuration of more than 2,200 mobile devices and implemented over 1,600 feature changes. Telecommunications Operations also provided onsite telephone training for ten Member and Committee offices.

The **District Office Telecommunications** team provided daily support to over 925 district offices while continuing to migrate offices onto the House Voice Over Internet Protocol (VoIP) system. To date, 75 percent of all district offices are now on the House VoIP platform. As part of their efforts to support the 118th Transition, the team also helped facilitate redistricting, and successfully opened and closed over 400 district offices across the nation. In alignment with the CAO's commitment to providing innovative solutions, the team has begun implementing wireless features for House VoIP locations and will continue to research the viability of implementing a complete wireless service as a future VoIP option to provide voice services.

The **Telecommunications Engineering** team completed several initiatives, ranging from the design and installation of new cost-saving circuits to VoIP security enhancements that

protect the House community. The engineering team also worked extensively with other legislative branch agencies to enhance and improve telecommunications interoperability.

JAN - JUN 2023

12,000

House and
legislative branch
staff supported

1,900

Programming
requests completed

2,200

Wireless activation
orders processed

400+

District offices
serviced during
redistricting

ENTERPRISE MESSAGING AND MOBILITY

The **Secure Email Routing Gateway and Fax** team completed its new cloud-based electronic fax project, working with HIR Telecommunications to migrate several hundred D.C. and district office fax lines to the new system. The previous on-premises system was retired, resulting in significant cost savings for the House and improved sustainability.

The team's House-wide deployment of the Report Suspicious email add-in for Microsoft Outlook in late 2022 significantly improved the House's suspicious message reporting process and has subsequently been used across the House community to report thousands of suspicious emails. This new tool has enabled the team to automatically classify and remove suspicious emails from inboxes as part of a wider strategy to protect House data.

JAN - JUN 2023

**68M**

Potential spam, phishing, and malware emails blocked

NETWORK ENGINEERING AND OPERATIONS

Between January and June, the **Wide Area Network (WAN)** team continued to deploy its 4G network equipment upgrades to district office routers to ensure continuity of House services when the primary internet service is disrupted. To date, the Wide Area Network team has installed 460 routers.

The WAN team also launched its new House Wi-Fi solution to flagship district offices. This service allows district office staff to receive direct internet access from their mobile devices, iPads, and laptops. By the end of June, the WAN Team supported a total of 225 installations in district offices throughout the United States.

In collaboration with the Network Control Center and the Network Infrastructure team, the Campus Data Network (CDN) team launched a pilot program to evaluate an effective wireless network upgrade for the House campus. As part of the pilot program, the team conducted lifecycle replacements of the campus network switches and campus Wi-Fi surveys. These surveys require extensive coordination and access to over 340 Member offices in both the Rayburn and Longworth House Office Buildings. Typically conducted after Member office hours,

members of the CDN team must walk the perimeter of each room within the Members' office spaces and assess the radio signal strength. To date, the CDN team has assessed close to 500,000 square feet upon completing the surveys for 195 Rayburn offices and 145 Longworth offices.

The network itself is comprised of more than 1,200 work group switches in need of replacement. Thus far, the teams have successfully replaced over 700 network switches that support Member, Committee, and Leadership offices.

JAN - JUN 2023

**225**

District office Wi-Fi installations

**340**

Campus Wi-Fi surveys

**1,200**

Network group switches replaced

ENTERPRISE TECHNOLOGY SYSTEMS

The **Server Infrastructure** team manages over 3,000 virtual and physical servers across multiple geographically diverse on-premises and cloud data centers. During the first half of 2023, the team successfully completed over 200 new server and container builds and applied over 200,000 patches and updates without any disruption to operations.

The **Server Infrastructure and Storage and Data Protection** teams worked closely with CAO partners to upgrade the House Container environment. These upgrades will strengthen the security posture of the Appropriations Submission tool, Intranet Quorum 5, and Deconflict. The team also worked towards a container transformation target of ten percent of the on-premises environment by August 2024. The team developed and operationalized new data resiliency enhancements that isolate and further protect copies of mission-critical House data. This enhancement includes the deployment of hybrid cloud file share solutions for Member offices, a robust and highly available data repository, using both on-premises and cloud solutions.



HIR develops new cloud-based solutions to support House Recording Studio operations.

A hybrid cloud solution for data protection and recovery was also developed and implemented in early 2023 to provide data resiliency for the House Recording Studio, ensuring House Floor proceedings are available and safeguarded. The team exceeded the industry standard of a 90 percent backup success rate with a monthly average successful backup/protection rate of nearly 99 percent. Over 3.5 billion House files were processed and protected, a 50 percent increase over the last six-month period.

The **HIR Operations Information Technology Disaster Recovery** team completed a detailed review and system owner engagement of all Information System Contingency Plans to ensure maximum resiliency of House IT systems. The team achieved a 100 percent success rate with partner engagement, and by leveraging advanced automation capabilities, the team was able to improve response and recovery times by 30 percent.

In its continued efforts to support operational and disaster recovery capabilities across multiple geographically diverse data centers, the **Facilities and Data Center Operations** teams also worked to enhance and mature its state-of-the-art mission critical command and control center.

IT CUSTOMER SOLUTIONS

In November 2022, IT Customer Solutions launched the **CAO Technology Partner+ Program** to provide new Member offices with a dedicated in-House service provider option for technical support and system administrative services. Prior to the start of the 118th Congress, 44 freshmen Members selected the Technology Partner+ Program. To date, there are 114 Member offices now enrolled in the program. These offices receive support from an assigned Technology Partner, who provides consultative services and resources for procuring/updating office technology and daily onsite and online check-ins to ensure technical needs are met in the Washington, D.C. and district offices. Offices that participate in this program are also able to take advantage of and test new products, including newly approved tools and software applications through pilot rollouts, providing invaluable feedback for IT Customer Solutions.



House staff receive in-person tech support from the Tech SOS Desk.

Throughout the 118th Congressional Transition, **Technology Partners** continued to assist freshman and redistricted returning Member district office setups through remote and onsite technical support. Technology Partners were deployed to six districts in Virginia, New York, Ohio, Maryland, California, and Mississippi to configure computers, printers, and mobile devices. A total of 42 freshmen district office setups were completed during the first half of the year.

As the main hub for technology support, the **Technology Service Desk** continued to provide staff in Washington, D.C. and in the districts with 24/7 support. The call center fielded and resolved 20,800 calls and online queries through the Live Chat service on the MyServiceRequests platform. The team of Technology Partners within the call

center also provided office administrative support by processing 667 Active Directory/Exchange Mailbox transfer requests, ensuring seamless mailbox user access to transitioning House staff. The Technology Service Desk also facilitated secured access to House resources by processing 4,800 SecurID/VPN requests.

As part of the CAO's commitment to providing exceptional customer services, the Technology Service Desk helps offices find and procure the best equipment needed to conduct official business. A total of 446 equipment purchase requests were reviewed to ensure compliance with House equipment standards, providing seamless access to House resources on day one of installation and configuration.

All equipment purchased, including through the House Tech Store, is imaged by the **Equipment and Hardware** team. Between January and June, the team imaged over 1,100 devices for the House Tech Store, performed approximately 25 desktop and laptop refreshes, and assisted with the testing of new technology, including Apple and Windows applications. To ensure House-issued devices, including Apple devices, meet House equipment and operational system standards, the **Technology Solutions Engineering** team partnered with the Mobility team, Office of Cybersecurity, and Communications and Marketing to launch an informational campaign on Mac device upgrades. As a direct result, Mac compliance increased from 35 percent to 95 percent.

After its soft launch on campus in September 2022, the **TechSOS Desk**, which provides in-person tech support, hosted its first Open House in March 2023. Technology Partner staff



By the end of June, 489 visitors have taken advantage of TechSOS Desk services

hand-delivered invitations to 106 Tech Partner + Program offices to learn more about TechSOS Desk services, which include mobile, laptop, and iPad device setup and assistance, software upgrade support, assistance with cloud-based tools and tech conundrums, and more. Staff are also able to check out new tech products and get tech consultations on the spot to find the best equipment for their needs. There were 54 staff visitors at the grand opening and by the end of June, 489 visitors took advantage of TechSOS Desk services ranging from SecurID setups, laptop troubleshooting, cellular setups, and the decommissioning of cellular phones. The TechSOS Desk also partnered with the Office of Cybersecurity to include a monthly Cyber pop-up to help staff protect data on their House-issued devices.

PROGRAM MANAGEMENT

In the latter half of 2022, the newly created **HIR Program Management Office** engaged in an Agile Transformation, where best practices from Agile and Lean practices are applied in a tailored approach to project management. These practices focus on customer engagement throughout a project, the flexibility to adapt to project changes, built-in steps for quality, and an increase in work throughput and predictability.

The Program Management Office also follows Organizational Change Management practices, which, at the project level, is the application of a structured process and a set of tools for leading the people side of change to achieve a desired outcome on a project. By applying change management, the CAO will better prepare, equip, and support House staff to maximize the adoption and usage of CAO products.

Logistics and Support

The Office of Logistics and Support is responsible for building, repairing, setting up, and breaking down furniture; facilitating office moves; and managing all accountable equipment assets within the House.

OPERATIONS AND QUALITY ASSURANCE

Charged with improving and facilitating operations within the Logistics and Support business unit, the **Operations and Quality Assurance** team provides operational, project, and process improvement support; quality assurance; and resource management assistance for all directorates. The team also serves as a resource for analyzing financial data, business processes, and policies related to directorate activities while also leading special projects, overseeing budgeting processes, and supporting administrative functions.

In the first half of 2023, Operations and Quality Assurance initiated a comprehensive quality assurance measurement review for each Logistics and Support directorate. The review involved the creation of automated dashboards for directorate-level support, which focused on project-based and customer-requested services. Currently, the team is developing performance-based dashboards to track and report on the business unit's performance.

The team also completed the business unit's initial budget formulation and is finalizing edits for the FY25 budget to address potential budget reductions, mitigate operational impacts, and ensure continued service to the House community.



The Logistics and Support team goes above and beyond to support Member office furniture needs.

Partnering with House Information Resources, the Operations and Quality Assurance team successfully deployed several new initiatives, including the MyDelivery pilot project, which enables House offices to authorize equipment payments and initiate the CAO inventory process with a click of a button, thereby replacing the old paper submission process. The Furniture Inventory Database project was also launched during Transition to facilitate the efficient and timely storage and transportation of House furniture.

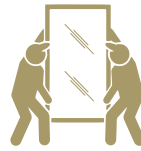
FURNITURE AND INVENTORY

Between January and June 2023, the **Furniture Resource Management** team continued to support the enormous demand for historic furniture consultations and Finish Schedule requests prompted by the change in Leadership for the 118th Congress. During this period, the team utilized the full scope of its design and project management services to complete 22 Finish Schedule requests in support of new Leadership offices in the Capitol. The Furniture Resource Management team also completed 96 of the 245 Antique and Unique furniture consultation requests received, some of which included items in need of workshop repair. Approximately 1,306 furniture pieces were placed and arranged within House offices, including new popular prototype pieces such as the Kittinger writing desk and custom upholstered Stickley side chairs. These pieces were made available for Members to view in person through several House furniture open house events and will be incorporated into an Indefinite Delivery, Indefinite Quantity (IDIQ) contract to ensure they can be requested upon demand.

To ensure the accuracy and accountability of the House's large stock of core, modular, and Antique and Unique furniture, the Inventory team regularly audits its furniture inventories. The team completed its physical furniture inventory audit for the first half of 2023, accounting for all furniture placed in approximately 275 Member offices throughout the Cannon and Longworth House Office Buildings. The team used a 360-degree video to catalog and integrate furniture records along with QR code decals and a new mobile scanning application to improve tracking and

accommodate necessary custom upgrades in the team's SmartIT inventory system. Efforts are currently underway to research and document historical pieces in a new historic furniture catalog for Members to quickly identify and request the furniture items they wish to incorporate into their official suites.

JAN - JUN 2023



1,306

Antique and Unique
furniture items provided

In the coming months, the Inventory team plans to complete a physical inventory of the House campus while preparations are made to implement the Helix inventory system upgrade and ensure inventory data is protected. Efforts are also underway to examine the viability of distinguishing truly historic assets original to the House office buildings by introducing decals with unique identifiers.

ASSET MANAGEMENT

Asset Management ensures the accountability of all House equipment assets through its recurring asset lifecycle compliance program. The team also manages two additional successful programs geared towards improved sustainability at the House: the CAO Equipment Modernization Program and the House TV Program.

Through the Equipment Modernization Program, Asset Management partners with the Office Supply Store to provide House offices with a varied inventory of House-approved computers,



Asset Management hosts a pop-up table during the CAO All Staff Service Fair.

monitors, laptops, printers, and more by leveraging the bulk purchasing power of the House to maximize savings for the Members Representational Allowance (MRA). Last November, Asset Management partnered with Enterprise Applications to rebrand the House Tech website, improve customer access to equipment, and ensure all purchased equipment meets House technical standards. Between January and June, Asset Management helped procure 1,932 pieces of equipment at a cost of \$2M to the House. Since the program's inception, \$8.7M in equipment sales have been processed.

Similarly, the House TV program, another cost-saving initiative, helps centralize the purchase and installation of new, House-approved TVs across the House campus during Transition and Member office moves. The program protects House equipment from potential office move damage, thereby cutting down on replacement costs and labor costs to de-install and re-install TVs. By the end of June, 310 Member office suites were outfitted with 1,156 TVs, and a total of eight new installations were completed by Asset Management.

Asset Management also continued its work to repurpose 1,932 used equipment items for resale in the Office Supply Store; safely dispose of over 3,774 items of equipment in partnership with GSA; and wipe, destroy, and recycle 1,400 computer hard drives through their shredding and degaussing program.

JAN - JUN 2023

1,973

Equipment items received for resale in the Office Supply Store

\$2.0M

Sales generated through the House Tech website

561

D.C. Equipment removals

3,774

Equipment items disposed of by GSA

1,400

Computer hard drives shredded

173

PPE shipments provided to House offices

8

Member office suites outfitted with TVs

FURNISHINGS

The **Furnishings** team continued its work in support of major House events and projects, including the 118th Congressional Transition. The team prepared, refurbished, refinished, and reupholstered items for use in returning and freshmen Member moves. With the release of the 2020 Census results, the team provided framing and mounting services for the 118th Congress Congressional District Maps provided by the U.S. Census Bureau. Over 400 frames were built in addition to a standard frame for the official 118th Congress Freshmen class photo.

Working in tandem with the Office of Design and Move Services, the Furnishings team supported phase four of the Cannon Renewal project by providing technical expertise on furnishings like witness tables and podiums as well as carpet, cabinet and finishing, and drapery installations. The Drapery/Upholstery, Carpet, and Finishing shops also supported several additional historical events, including President Biden's State of the Union Address, Joint Meetings of Congress for the President of the Republic of Korea and the Prime Minister of the Republic of India, and the Statuary Hall dedication ceremony for the statue unveiling of Willa Cather and King Kamehameha Day.

In support of CAO modernization efforts, Furnishings completed several major carpet replacement projects for the Committees on Oversight, Judiciary, Rules, Appropriations, and Energy and Commerce. The Carpet team replaced over 11,00 square yards of carpet (weighing in at 94,000 pounds), which will be recycled into new carpet. The team also

purchased new carpet for the upcoming O'Neill House Office Building renovation project, and new carpet was installed in the Cannon tunnel to Longworth. Soundproofing panels for the Republican Conference room and the House Democratic Caucus Recording Studio were also installed.

JAN - JUN 2023



400

Frames built for the 118th District maps



1,251

Framing requests



1,250

Frames delivered



312

Furniture refurbishments



207

Cabinet and finishing requests



595

Carpet requests



207

Drapery and upholstery requests



595

Construction requests completed

To support the increased demand for upholstery and engraving services, the Furnishings team procured a new five-year contract for leather upholstery and extended its embroidery and engraving offerings to provide custom glass-etched coffee tables and embroidered sofas and chairs with state seals.

For Members and staff interested in learning more about the team's operations, Furnishings, along with other directorates, once again partnered with the Customer Experience Center to provide open house tours of the Logistics and Support workshops and their contributions to House history. Over 150 staffers and several Members participated in this unique experience.

LOGISTICS

The **Logistics** team assists with the transportation and storage of office furniture, assists with office renovations, and supports the standing up and breaking down of special events across the House campus.

At the start of the new Congress, Logistics continued to support Transition office moves for Members, Committees, and Leadership. Between January and February, the Logistics team provided 1,204 pieces of furniture for Committee offices. From January to June, the Logistics team also moved a total of 30,681 pieces of furniture and supported 1,160 special events.

Working in tandem with the Logistics team, the Warehouse and Receiving team inspects, prepares, scans, and stages all furniture items prior to delivery. The team is also responsible for providing furniture touchups and disposals.

JAN - JUN 2023

1,204 Furniture items provided

30,681 Furniture items moved

1,160 Special events supported

1,134 Furniture items restored by the CAO and outside vendors

Every piece of furniture delivered and picked up by Logistics will begin or end its journey in Warehousing. In preparation for the 118th Congressional Transition, the **Warehouse and Receiving** team installed a new rack-and-rail system to organize furniture items for delivery according to office move details. This new system proved critical to successfully completing Transition moves.

Established to improve and model sustainability efforts at the House, the House Refurbishment program repaired and restored 244 furniture items between January and June. A total of 140 mesh ergo chairs were also thoroughly cleaned and put back in stock for re-use, saving the House \$37,000 over the last six months. The program's partnership with outside vendors has also enabled the CAO to restore an additional 890 items in House.

OFFICE DESIGN AND MOVE SERVICES

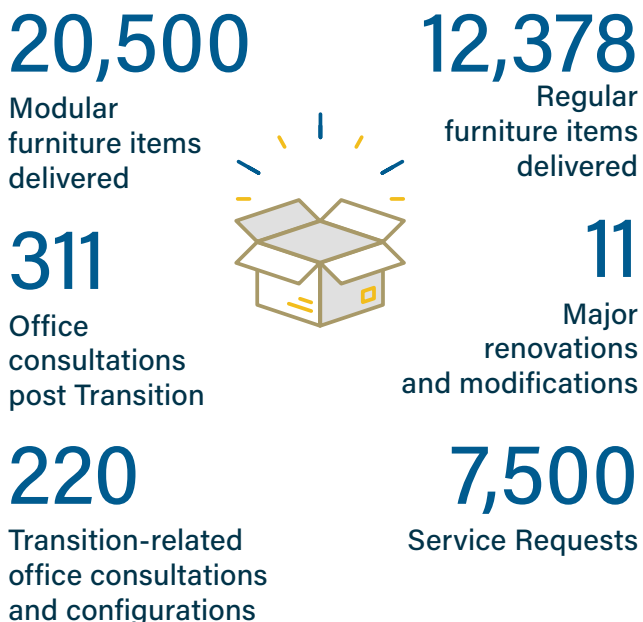
Between January and June, the **Office Design and Move Services** team continued its efforts to assist House offices with the planning, project oversight, and scheduling of their redesign, and the move and setup needs during the 118th Congressional Transition. During this time, the team successfully conducted 220 Member, Committee, and Leadership office design consultations and configurations. The team also completed the setup of 244 Member offices and 50 Committee and Leadership workspaces. As part of the CAO's ongoing commitment to modernization at the House, the team also continued to identify and innovatively transform open spaces into productive working environments. In the months ahead, Office Design and Move Services will engage in additional renovation projects connected to the expansion of the O'Neill House Office Building and phase four of the Cannon Renewal. Upon

completion of this phase, a total of 215 Member suites as well as Committee and support staff office spaces will be updated with new modular furniture which is designed and configured specifically for the Cannon House Office Building.

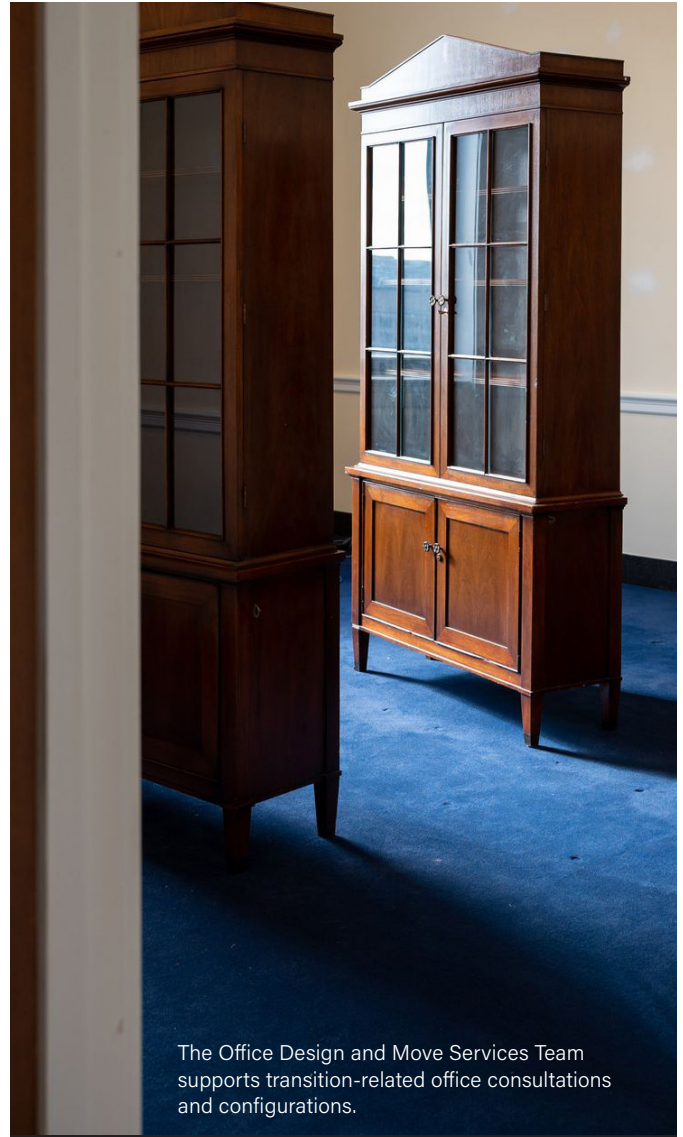
In partnership with other Logistics and Support teams, the **Workflow Service** team logged and facilitated 7,500 customer requests related to 12,378 furniture items while also assisting with the tracking and reporting of operational metrics.

The **Modular Services** team supported the scheduling, delivery and installation, and servicing of 1,590 specialized modular casegoods furniture and the installation of systems furniture throughout the House campus. Under the Modular Sustainment Lifecycle Program, the Modular Services Unit provided updates, repairs, and sustainment services for 20,500 modular furniture items to over 340 Member, Committee, and Leadership offices, which consists of approximately 6,600 modular workspaces across the House campus.

JAN - JUN 2023



The Office Design Service team provided design consultations for traditional and on-trend modular furniture to provide offices with customized furniture layouts. During the last six months of 2023, the Office Design Services team completed 311 office consultations and 11 major modifications and renovations. The Office Design Services team also began its work on several special projects, including the remodeling of the new Chapel Prayer Room, the House Gift Shop, the First Call service center, and the Sergeant of Arms' office spaces in the O'Neill House Office Building.



The Office Design and Move Services Team supports transition-related office consultations and configurations.



Finance

The CAO's Office of Finance provides accounting, budget, payroll, and benefits services to the House community.

ACCOUNTING

Between January and June, Accounting added 6,762 new vendors and updated information for another 5,477 existing vendors. In collaboration with the Enterprise Applications team, **Accounting** also developed and implemented a new vendor management system to track and manage CAO-approved vendors more efficiently. Accounting continues to meet its target metric of adding new vendors to the vendor management system within less than two days, ensuring payments are efficiently and consistently processed in accordance with Finance Quality Assurance standards.

Accounting processed 69,205 payments to vendors via electronic funds transfer, which represented 85 percent of the transaction volume and 95 percent of the dollar amount of payments made to vendors during the period.

In accordance with IRS regulations, Accounting also issued 1,100 copies of the 1099 tax form before the January 31 deadline.

JAN - JUN 2023



6,762
New Vendors



69,205
Payments to vendors
processed via electronic
funds transfer



1,100
1099 tax statements issued

BUDGET, PLANNING AND ANALYSIS

The Office of Budget, Planning and Analysis formulated and submitted the House's \$1.9 billion FY24 Budget Request to the Subcommittee on the Legislative Branch Appropriations for inclusion in the FY24 House Budget Justification. This comprehensive document contains schedules and detailed descriptions of the proposed budget for the Members, Committees, Leadership, Officers, and House offices that allow the Committee on Appropriations to consider and make decisions regarding the FY24 budget for the House. As

part of the budget formulation process, the Office of Budget, Planning and Analysis also submitted FY24 budget data into the Office of Management and Budget's MAX system for inclusion in the President's Budget.

To manage the execution of the FY23 Budget, the team continued to work with the House budget points of contact on monthly projections and spending plans, transferring and reprogramming funding as needed to meet the House's emerging operational priorities. The Office of Budget, Planning and Analysis also performed 570 budget line overrides and processed 155 unique budget journals, which included the load of the Legislative Year 2023 budgets necessary to facilitate the mission of the 118th Congress. Embracing the CAO's core value of teamwork, the Office of Budget, Planning and Analysis continued its partnership with the Business Transformation Office on project development initiatives to establish a more structured workflow for ensuring resources are dedicated to projects that support the CAO's strategic direction and the House's priorities. One of these projects included the new CAO Project Backlog, a program created to provide greater transparency into business unit priorities and to support the CAO in identifying, authorizing, and funding projects that provide the most benefit to the House.

Working alongside the CAO and the Subcommittee on the Legislative Branch, the team successfully secured House Modernization Initiative funding for key initiatives that support the House, such as the Lobbyist Disclosure project and e-Discovery software. To provide greater transparency into the various accounts within the House appropriations, the Office of Budget, Planning and Analysis briefed the Committee on House Administration on the House's second-largest account (i.e., Government Contributions) which, at \$387 million, funds the employer contributions for benefits ranging from health insurance to retirement plan.

FINANCIAL COUNSELING

Between January and June, Financial Counseling processed 74,045 expense payments, representing more than 251,054 transactions.

In partnership with Enterprise Applications, Financial Counseling continued to roll out the new travel and expense tool, My Expenses, to Member offices. Currently, over 4,000 users in 324 Member offices, representing over 73 percent of the 441 Member and Delegate offices invited to participate, were successfully using the new tool. All new Member offices joined My Expenses at the beginning of the 118th Congress in January.

During the 118th Congressional Transition, Financial Counseling completed several educational initiatives focused on informing new Members and staff about their financial responsibilities and necessary financial training for facilitating official business.

JAN - JUN 2023

570

Budget line
overrides

155

Unique budget
journals processed

The House Finance Card Program continued to assist offices with obtaining their purchase and travel cards. By the end of June, Financial Counseling issued 369 new or replacement travel and purchase cards.

JAN - JUN 2023

74,056

Expense payments processed, representing more than **251,054** transactions

4,000

My Expenses users in **324** Member and Delegate offices

1,100

Travel and purchase cards issued

PAYROLL AND BENEFITS

In addition to providing counseling and training to employing offices, payroll and benefit points of contact, and House staff, the Office of Payroll and Benefits continued to fulfill its role of administering staff payroll and benefits for House Leadership, Members, Committees, Officers and Support offices in accordance with House rules and regulations.

JAN - JUN 2023

**48,614**

Payroll and benefits transactions

**69,310**

Payroll disbursements

**396**

Staff briefings provided

118th Congressional Transition

In support of the 118th Congressional Transition, the Office of Payroll and Benefits worked closely with CAO Human Resources to launch the second Member-Elect CAO Transition Aide Program, which provided each participating Member-elect with a paid staffer to assist new Members with preparations for the 118th Congress. Payroll and Benefits on-boarded 71 CAO Transition Aides to support 76 new Member-elects.

During New Member Orientation, the Office of Finance hosted four House Financial Curriculum trainings for CAO Transition Aides and Member-elect Designated Aides to ensure they could assist their assigned Member-elects' prospective staff in completing appointment packages for submission to Payroll & Benefits. The timely submission of these packages was required for new staff to begin employment at the start of the 118th Congressional session.

The Office of Payroll and Benefits received and processed 723 new Member-elect appointment packages by December 30. New Congressional staff whose completed Appointments packages were received by December 30 were added to the Identity HUB prior to January 3, enabling the Sergeant at Arms House ID office and CAO departments, including the Office of Telecommunications and House Information Resources, to provide services to new Congressional staff on the first day of the 118th Congress. By February 10, a total of 1,053 appointment packages were processed for the 76 new Member offices.

Speaker's Pay Order

In January 2023, the maximum annual salary permitted for congressional staff was increased by the Speakers' Pay Order from \$203,700 to \$212,100, with a monthly maximum of \$17,675. The Office of Payroll and Benefits processed the Speakers' Pay Order to increase the pay for those enumerated positions in the January 2023 monthly regular payroll. A new House Schedule for Officer Staff was approved by the Committee on House Administration and made effective on January 1 to adjust the rates of pay for staff that are subject to the House Employees Position Classification Act. In support of this effort, the Payroll Authorization Form was updated to incorporate the new maximum rate of pay to allow an annual salary of up to \$212,100.

JAN - JUN 2023

71

CAO Transition Aides onboarded

1,053

New Member office appointment packages processed

2022 Tax Statements

All 2022 W2 Tax Statements (15,937 for staff and 449 for Members of Congress) were mailed to the home addresses of Members and staff by January 19, and loaded into the My PayLinks self-service platform on the same day for Members and staff to print prior to receiving a hard copy in the mail. The early and swift completion of this process this year marked a record first for CAO Members' Services.



My PayLinks allows Members and staff to easily access and update their paycheck, direct deposit, and tax information.

1095-C forms (11,632 for staff and 449 for Members of Congress) were also printed and mailed out to House staff by January 24 and loaded into My PayLinks, ensuring staff could access them at any time.

JAN - JUN 2023

16,386

2022 W2 tax statements mailed

12,081

1095-C forms mailed

Pay.gov

Prior to 2023, the Office of Payroll and Benefits would collect outstanding payments to the House from terminated staff via mail, email, and phone. In mid-February, Payroll and Benefits deployed Pay.gov, a payment system within the U. S. Department of Treasury, for debt collection. This platform streamlines the debt collection process for both parties involved. Terminated staff can pay back health debts, salary overpayments, and student loans online instead of via traditional payment forms such as checks, credit card transfers, or money orders. Since all transactions occur online and through the U.S. Department of Treasury, Payroll and Benefits staff no longer need to manually process credit card information or account for receipts and deposit mailed checks. The House also saves on funding previously allocated to mail outreach. Compared to previous years, average monthly sums collected ranged between \$6,000 to \$12,000. With the new system in place, Payroll and Benefits secured over \$100,290 in outstanding payments to the House.



The Pay.gov platform streamlines the debt collection process for departing and terminated House staff.

House Student Loan Repayment Program

On April 26, Student Loan Budget increases were approved by the Committee on House Administration and immediately communicated to all offices so that the increases could be applied to the May 2023 student loan repayment cycle.

Transit Benefits Program

On January 21, Members and staff were notified of the 2023 transit benefit increase. Effective March 1, the maximum transit fare benefits available to House employees who commute via public transportation increased by \$20 per month, for a new monthly total of \$300.

JAN - JUN 2023



\$100,290

Outstanding payments
to the House secured

JAN - JUN 2023

3,449

Interns employed through the
House Paid Internship Program



The House Paid Internship Program offers college students and recent graduates an opportunity to gain a greater understanding of the inner workings of the U.S. House and explore potential careers in public service after graduation.

House Paid Internship Program

For FY23, Member office program budgets increased from \$35,000 to \$46,800. Leadership office program budgets increased to \$322,300 for Majority offices and \$263,700 for Minority offices. Committee offices were funded with a combined budget of \$3,024,508.

As of June 30, the House Paid Internship Program hosted 178 interns in 16 Committees, 75 interns in seven Leadership offices, 2,286 interns in 435 D.C.-based Member offices, and 1,016 interns in 302 district offices.

Financial Training

From January to May, the Office of Payroll and Benefits hosted 396 briefings to Members and House staff on a variety of topics. These topics included the Benefits 101 Briefing, which outlines benefits available to House staff and Members, with a total of 234 trainings held to date; the FERS 101 Briefing, which outlines federal retirement options available to House staff and Members, with a total of 150 trainings to-date; and Financial Points of Contact (FPOC) Briefings, which provides an outline of responsibilities and tools made available to office FPOCs, with a total of 12 trainings to-date.

FINANCE QUALITY ASSURANCE

The Office of Finance Quality Assurance completed 29 quality reviews of key Office of Finance work products, including eVoucher/My Expenses payments, payroll adjustments, asset capitalization, Statements of Disbursement (SODs), and the 2022 financial statements. To provide an objective evaluation of adherence to established standards and requirements, Quality Assurance reported the results of these reviews to responsible process owners for corrective action and improvement.

As the custodian of Office of Finance policies, procedures, and other controlled artifacts, Quality Assurance managed the review and updates of 114 of these in the CAO business unit knowledge repository and reported progress toward meeting the business unit's annual review and update requirement.

To facilitate effective monitoring of Office of Finance activities, Quality Assurance conducted the collection, analysis, and monthly reporting of 19 approved Key Performance Indicator metrics (KPIs) to business unit leadership and posted a quarterly subset of these KPIs on the CAO Quality Teams site. In addition, the team provided monthly statistics to Finance leadership on the House Finance Card program and the progress of House staff in meeting mandatory House and CAO training program requirements, as well as CAO business unit staffing levels and activity.

To enable business unit leadership to assess the health of its Quality Management System (QMS) and to take appropriate improvement action, Quality Assurance conducted two quarterly management reviews with the Chief Financial Officer, as well as six monthly quality tag-up reviews, with each of the directorate heads that cover quality issues and risks, KPI metric results, compliance, staffing levels and actions, the status of and changes to the quality environment, and the Quality Assurance support.

Customer Experience Center

The CAO's Office of The Customer Experience Center connects the CAO's technical, administrative, and operational experts with their House customers in order to simplify access to CAO services and improve customer experience.

CAPITOL SERVICE CENTER

The Capitol Service Center is charged with attending to the administrative and operational needs of offices located in the Capitol. At the beginning of 2023, the Capitol Service Center continued to support ongoing moves for nine Capitol hideaway offices, the addition of two new event spaces, and the transitioning management of House Speaker-controlled meeting rooms after the transition to the new 118th congressional majority. The Capitol Service Center also assisted with the logistics and setup of surrounding rooms and events during many of the high-profile events in the Capitol building, including leadership elections, the election of the new House Speaker, three Joint Sessions of Congress, one State of the Union Address, memorial services in the Rotunda, and multiple high-profile visitors to the Capitol. Working alongside other CAO partners, these events required detailed coordination and coverage beyond standard operational hours to ensure the

JAN - JUN 2023

352

Requests for Leadership, Officers, and Committee offices renovations/support

735

Speaker and Minority Leader room events supported

1,104

Capitol Service Center requests completed

House could continue conducting official business.

CONGRESSIONAL STAFF ACADEMY

The Congressional Staff Academy provides professional development and training specifically tailored for the unique job roles of House offices and facilitates mandatory technical and compliance trainings necessary for protecting staff and the House at large.

Expanded Curriculum Development

During the first half of 2023, the Congressional Staff Academy expanded its offerings and strengthened its partnership with House Officers and other congressional partners to meet the evolving needs of staff in Washington, D.C. and in the districts. The Staff Academy further



Through panels and interactive workshops, the CAO Coaches and Customer Advocates offer hands-on training for staff at the CAO House Staff Conferences.

developed its curricula and provided a range of services, including staff training consultations, curriculum curation, and operational support.

Between January and June, the Staff Academy collaborated with these offices to create 11 new, custom technical training modules, some of which included: Best Practices for Working with Whistleblowers (Office of the Whistleblower Ombuds); 118th Congress eHopper training (Office of the Clerk); Procurement 101 (CAO Acquisitions); House Room Reservations Tool training (CAO First Call); Continuity of Operations Procedure training (Sergeant At Arms); 118th Congress General Ethics training (Committee on Ethics); New Employee Orientation; and Journaling 101 (House Child Care Center). Working with the Office of Finance, the Congressional Staff Academy also revised and released a new Finance Training curriculum to ease the burden of requirements for financial

administrators and points of contact. These training modules included: An Introduction to My Expenses, House Credit Cards, and eVouchers. At the request of the CAO Coach program, the Congressional Staff Academy developed and facilitated a customized writing workshop for the CAO Staff Conferences hosted in June 2023. Two unique versions were developed for Caseworkers and Field Representatives. The workshop was well-received, and even inspired Member offices to request a private session for their staff. Over the next six months, the Congressional Staff Academy Writing Workshop plans to unveil two additional workshops: Professional Writing Tips and Proofreading Techniques.

In support of staff well-being, the team also partnered with Human Resources. In collaboration with the Office of Employee Assistance, the Congressional Staff Academy hosted the first-ever district office-tailored series

on “Effectively Intervening with At-Risk Constituents.” The Congressional Staff Academy also partnered with the House Center for Well-Being to host their annual Well-Being Fair webinars for district and Washington, D.C. staff. Continuing its efforts towards improving the onboarding experience of new hires, the Congressional Staff Academy began work on the second installment of “Benita Knows Benefits.” This video series communicates important information about key benefits for House staff and will include additional videos on the topic of



The CAO Staff Conferences provide staff in D.C. and district offices with professional development resources and training.

“Life Events,” including: Getting Married, Getting Divorced, Changing Your Name, Having a Baby/ Adopting a Child, Loss of a Dependent, and Retirement Issues.

The Congressional Staff Academy also continued to host the House’s mandatory trainings for Congressional Ethics, Workplace Rights and Responsibilities, Financial Administration, and Cybersecurity Awareness. In tandem with the CAO Office of Cybersecurity, the Staff Academy worked to refresh the annual Cybersecurity Awareness Training curriculum with a greater focus on House-specific scenarios and deployed three new original trainings: Cybersecurity

Awareness, The Importance of Cloud Security, and Cybersecurity for Systems Administrators. Once the Workplace Rights and Responsibilities Education Program contract with the current provider expires, the Congressional Staff Academy will assume full responsibility in delivering the training.

Building off of previous leadership development offerings and the demand for more, the Congressional Staff Academy launched a new program, the Professional Leadership Development Program. This program includes 12 new courses for supervisory staff to help them learn how to successfully lead their teams and navigate work-related obstacles. The first phase of the program, “Leading Self,” released this year, included courses on time management, professional presence, active and curious listening, creative problem solving, self-advocacy and ownership, and preparing to lead. In conjunction with these live class sessions, the team also prepared staff workbooks with study tools and exercises to enhance learning. Pre- and post-work assignments were designed to prepare staff for in-class discussions and apply concepts to their individual work environments. Phase two of the program, “Leading Teams,” will launch in the Fall of 2023.

Through its partnership with Communications and Marketing, the Congressional Staff Academy's website signage, weekly course marketing, and direct outreach have proved to be an effective means for educating staff about the Staff Academy's wide array of courses and educational offerings. As a result, staff engagement with Congressional Staff Academy offerings increased by nearly 12 percent across all training areas in the first half of 2023, compared to the previous six-month period. While in-person courses have become increasingly popular as staff return to campus post COVID-19, the interest in on-demand courses continues to rise. By the end of June, the Congressional Staff Academy website was visited over 1.1 million times by House staff.

Throughout the latter half of 2023, the Congressional Staff Academy will continue its efforts to provide exceptional educational experiences and greater accessibility to its offerings via its website. Slated for launch in 2024, the new iteration of the Congressional Staff Academy website, built with feedback from House staff, will have a new look and feel. The website will include new features for recommended learning based on user interests.

JAN - JUN 2023

**1.1 M**

**Congressional Staff
Academy website visits**



The Congressional Staff Academy regularly partners with the Communications and Marketing team to educate staff about their wide array of courses and resources.

Data and Customer Experience Analysis

To improve the quality, delivery, and engagement of course content, the Congressional Staff Academy increased the accessibility and transparency of its analytics by expanding access to collaborating House partners. The type of data collected and analyzed expanded to include trends on optimal learning times and within specific House staff demographics, as well as feedback from rating mechanisms and review reports to prioritize course revisions and capture audience sentiments.

To date, the most attended class in the first half of 2023 was the District Networking and Creative Outreach class conducted by the CAO Coach program, with 284 attendees in a single session. The second most popular class included the Office of Employee Assistance's district office webinar series on "Effectively Intervening with At-Risk Constituents."



LinkedIn Learning supports House staff with thousands of free learning modules and on-demand courses.

Through the integration of Power BI with Cornerstone, the Congressional Staff Academy was also able to gain real-time access to previously unavailable and more granular learning data. This enabled the team to create more dynamic, customized reporting necessary to meet the specific needs of the Staff Academy and those identified by their partners and course providers.

The Congressional Staff Academy also enhanced its automation technologies to improve the customer experience. Staff contacting the Congressional Staff Academy via email now receive an immediate autoreply with basic information and solutions to common errors. The autoreply also notifies the Congressional Staff Academy's customer service team when a customer's reply meeting certain criteria is received, allowing for an expeditious resolution.

LinkedIn Learning

LinkedIn Learning supports House staff in areas ranging from regular recertification to supplemental training for leadership cohorts, diversity engagement efforts, management training, and House-related skills training.

In 2023, there was a marked change in recorded demand and interest in areas such as the foundations of cybersecurity, communicating with confidence, and social skills at work, and in software like AutoCAD and Excel. House staff continue to take advantage of LinkedIn Learning's large repertoire of offerings: a total of 497 Continuing Education Units (CEU's) have been awarded through LinkedIn Learning.

To increase awareness of this free resource for House staff, the Staff Academy continued to partner with Communications and Marketing to send out promotional emails highlighting timely topics and courses guided by issues faced across the House.

JAN - JUN 2023



497

CEUs awarded

CAO Coach Program

The CAO Coach Program provides training, consultations, and a wide array of resources to help staff navigate the unique workplace environment that is the House of Representatives.

At the end of 2022, the CAO Coach team played an integral role in developing and hosting New Member Orientation programming. In the first half of 2023, they continued to provide in-person and on-demand support for new Members as they staffed their D.C. and district offices and built out their operations. For the first time, the team recorded New Member Orientation trainings to share with Member office staff onboarded post swearing-in. CAO District Coaches also hosted seven regional trainings around the country, training nearly 100 new staff from 30 congressional districts.

After building out its team to include two new CAO Coaches with legislative backgrounds, support for additional job roles at the House increased, and the demand for one-on-one consultations grew. Over 2,000 staff met with the CAO Coaches for guidance in their respective roles. Additionally, CAO Coach programming expanded to help staff navigate common obstacles, manage and streamline office operations, orient new staff, prepare for annual events, and more. Approximately 33 virtual and in-person panels were provided to cover these topics in addition to 20 New Staff Orientation courses. The CAO Coach team also provided approximately eight retreats for Member offices upon request, as well as eight one-day conferences.

Capitalizing on the success of the District Office Conference Program, the CAO Coaches partnered with the Customer Experience team to launch an even bigger, more comprehensive operation: the CAO Staff Conference Program. For the first half of 2023, five conferences were planned and executed throughout May and June, and specifically tailored for staff who serve as Communications Directors, Chiefs of Staff, Caseworkers, Field Representatives, and Operations staff. Over 400 Washington, D.C. and district office staff attended these two-day conferences, which featured over 60 breakout sessions designed to improve job competencies. Additional conferences will be hosted in the latter half of 2023.

JAN - JUN 2023

723 Coach consultations

33 Virtual and in-person panels

20 New Staff Orientation courses

5 CAO Staff Conferences hosted

400 House staff attendees

60 Conference breakout sessions

WORKPLACE RIGHTS AND RESPONSIBILITIES EDUCATION PROGRAM

The Workplace Rights and Responsibilities Education Program launched sessions on June 1 for the first session of the 118th Congress. To date, the program team has trained a total of 2,611 House personnel (including Members, Officers, fellows, staff, paid and unpaid interns, regardless of tenure) with over 4,500 House personnel registered for upcoming sessions. This year, the program team continued to implement recommendations and best practices from resource offices, and partnered with the Office of House Employment Counsel to deliver sessions to Members of Congress. Per the Committee on House Administration resolution, which shifted intern guidelines from 45 days to 30 days, the Workplace Rights and Responsibilities team heavily focused on this large and critical audience at the House.

The foundation of the Workplace Rights and Responsibilities Education Program focuses on the rights and responsibilities related to harassment and discrimination for House personnel in accordance with the Congressional Accountability Act (CAA) and the CAA Reform Act. This year, the Returning Employee curriculum was developed even further to elaborate on power dynamics in a congressional office and the importance of recognizing and utilizing the power you hold. The topic of power dynamics is one of the twelve Equal Employment Opportunity Commission risk factors for harassment and discrimination outlined in the new employee curriculum, and builds a bridge between new and returning employee content. Throughout the latter half of 2023, the Workplace Rights and Responsibilities team will continue its efforts to ensure all House staff complete the annual program.

CUSTOMER ADVOCATES

The Customer Advocates facilitate and troubleshoot CAO services for Member offices in D.C. and in districts across the nation.

The Customer Advocates continued their Transition support efforts into the new year by coordinating the first-ever “Day One Packet” distribution for Freshman offices on swearing-in day. Coordinating with other CAO departments and business units, the Advocates compiled materials essential for new Members to start their first official day at the House, including Office Supply Store cards, their passport photos taken during New Member Orientation, FAQs on processes like mobile device ordering, channel guides, and phone number stickers. Stationed near the Superintendent’s Freshmen office key distribution operation, the Advocates were able to contribute to a seamless first-day operation for the start of the 118th Congress.

In January, the Customer Advocates assumed the Move Coordinator role for their offices and led the coordination efforts for Committee and Leadership moves. Between January and March, 29 Committee moves, 10 Leadership moves, and 17 Capitol hideaway moves were completed.

In addition to supporting the 118th Congressional Transition, the Customer Advocates also resumed their quarterly visits to district offices across the nation, and in coordination with staff from the Sergeant at Arms. Between January and June, the Customer Advocates also partnered with the CAO Coach program to educate district office staff about CAO services at the program’s 47 regional training events. By the end of June, the Customer Advocates visited a total of 122 district offices, met with over 400 district staff, and supported a field hearing in Gettysburg, Pennsylvania.

JAN - JUN 2023



56

Committee, Leadership, and Capitol Hideaway moves supported



47

Presentations at CAO Coach regional trainings



122

District offices visited



400

District office staff interactions



863

Customer Advocate meetings



4,033

Support cases

CUSTOMER EXPERIENCE MANAGEMENT

The Customer Experience Management team is responsible for expanding and implementing the CAO's Customer Experience (CX) Strategy, governing CAO Branded Services, creating User Experience (UX) standards for CAO service platforms, and collecting customer feedback data to improve CAO services.

With the launch of the HouseNet Rebuild project in late 2022, the Customer Experience Management team focused on building the House's primary intranet platform for finding and accessing House services. The Customer Experience Management team made significant headway in assembling a HouseNet Project team, cataloging and categorizing existing HouseNet content for web migration, building a new "Service Driven" model, creating a new site architecture and design aesthetic, and coordinating foundational decisions with partners in Communications and Marketing and House Information Resources. The team is actively working with their vendor partner to set up the new cloud-based platform, test and verify

content migration, set up single sign-on, build out new site structure and features, and train power users on the new system.

The main phase of the project, which entails the redesigning, rewriting, and revising of all site pages is well underway. The Communications and Marketing team will spearhead this activity in coordination with participating content owners from across the CAO and other legislative branch partners. A beta site for initial testing is projected for late summer, with a soft launch for user acceptance testing in the autumn of 2023. The completion of this phase will help determine a launch of the fully rebuilt site, which is provisionally slated for the end of 2023.

Parallel to the HouseNet Rebuild project, the Customer Experience Management team is also leading a CAO HouseNet Strategic Initiative to form a dedicated HouseNet Program office and establish lasting change for site success. The Strategic Initiative will recommend future governance, evangelize service design thinking, and re-establish HouseNet as the central service hub. HouseNet will also embrace industry-standard product management practices and employ agile development methodologies to

JAN - JUN 2023

220

Customer feedback
surveys deployed

7,500

Customer feedback
surveys responses

12%

Customer feedback
response rate

87

Customer feedback
Continuous
Improvement
Opportunities Identified

ensure continuous improvement. Product management activities will include curating a product backlog, conducting predictable development sprints, and creating roadmaps for new feature development. Strategic governance will see that the service platform for the House continues to be a high-quality, resourceful site.

Throughout the first half of 2023, the Customer Experience Management team also continued its work with the Business Transformation office on the Continuous Improvement Strategic Initiative. After reviewing tens of thousands of customer feedback surveys deployed by CAO service providers, 87 improvement opportunities were vetted and identified for addition to the Continuous Improvement Register. The initiative is actively devising a process and procedures so that recommendations can be tracked for completion or evolved into improvement projects by CAO business units.

CUSTOMER SERVICES

As the frontline resource for the House community, First Call provides a myriad of services to facilitate the day-to-day administrative operations of the House.

In 2022, First Call partnered with House Information Resources and a digital consulting firm to build a modern, custom application to provide increased transparency and control over conducting official business on the House campus. In early March 2023, House Room Reservations was officially rolled out to the House community. This new platform, custom-built for the needs of the House, allows customers to search; visualize rooms and layout options; check a space's availability; reserve rooms; and request catering, House Creative Services, and A/V consultations all within one easy-to-use interface. After a successful launch, the First Call team continued to improve the tool with multiple development cycles that fine-tune the customer experience.

First Call also completed the Passport Services Modernization Project, an initiative to streamline the current Passport Services data entry process. This project replaced the previous Microsoft Access database with a custom data entry form that provides additional security for all passport PII data and enables system administration support. The Remedy data entry form provides automation capabilities, as well as information continuity and reporting customization. Merging with Remedy provides impending feature development, maintenance support, and continued personal identifiable information (PII) security.

JAN - JUN 2023

20,193

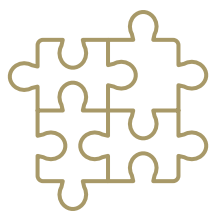
Modular furniture
items delivered

12,378

Regular furniture
items delivered

311

Office
consultations
post Transition



11

Major
renovations
and
modifications

220

Transition-related
office consultations
and configurations

7,500

Service Requests

HOUSE CREATIVE SERVICES

House Creative Services is a one-stop shop for digital photography, videography, and creative service needs. Between January and June, House Creative Services rolled out several new initiatives to support offices in Washington, D.C. and in the districts.

In February, for the State of the Union Address, House Creative Services launched its new pop-up video booth. This small, mobile filming station enabled Members of Congress to record short video statements near the House Floor. The recordings were then quickly edited and delivered to Members to share on their website and social media. The pop-up concept proved to be a popular resource for Members to share their message and priorities with constituents and was set up again for Memorial Day and Juneteenth.

For the Joint Session of Congress with the Prime Minister of South Korea, House Creative Services recorded its first-ever 360-degree video on the House Floor. A project commissioned by the Speaker of the House, this product offered a unique viewing experience, enabling viewers at home a chance to witness history as if they were sitting in the House Chamber.

House Creative Services also partnered with the CAO Coach program to provide several hands-on workshops for Member office staff through its district office photography pilot program. These “How to Use your Camera” walk-up and classroom-based workshops educate staff on best practices and tips for getting the most out of their office and phone cameras. Between January and June, the photography team also traveled to seven districts to cover Member events and capture district imagery for official use. House Creative Services will continue to explore additional ways to meet the needs of staff both in Washington, D.C. and in the districts.

JAN - JUN 2023

2,325

Photos, designs, and multimedia uploaded to the Media Browser

781

Photography appointments

56,475

Photos captured during Swearing In

10,523

Instagram video views by 13,376 followers

2,283

District office photos captured in the District Office Photography pilot program

1,864

Design work orders fulfilled

73,604

Photos, copies, and large prints delivered

236

Multimedia shoots completed

SERVICE CONTRACT MANAGEMENT

Service Contract Management oversees the business operations of customer-facing contracted services, including food and dining services, dry cleaners, shoe shine, the House Barber Shop, and the House Staff Fitness Center. In May, the CAO partnered with Sodexo to make campus food services even more accessible to House staff and visitors. House Food Services introduced new late food service hours for the House's cafeterias with service hours extended from 2 p.m. to 3 p.m. for lunch. Hours for branded food concepts were extended to 4 p.m. and 5 p.m. for in-session days. The Longworth Cafeteria and Capitol Market were also re-opened from 5 p.m. to 8 p.m. when votes after 7 p.m. are noticed.

The House Food Services team also continued to expand the House's food offerings by hosting additional pop-up vendors in the Rayburn Cafeteria while the House is in session. Menus for the "My Dish" station in the Longworth Cafeteria have also been expanded to provide new and rotating cuisine experiences.

Between January and June, the House Food Services' contracted caterer provided catering services for a total of 1,455 House events.

A year into its partnership with the new fitness and well-being vendor, the House Staff Fitness Center turned its focus on rebuilding its membership after COVID-19. Over the last six months, the House Staff Fitness Center increased its membership to over 800 members. The first phase in enhancing its facilities and increasing membership concluded with an interior refresh, including upgrades to cardio equipment and locker room amenities. Partnering with Communications and Marketing and House Creative Services, the House Staff Fitness Center also launched a marketing campaign to boost membership numbers through seasonal offerings, digital signage, and a promotional video. Over the next six months, the House Staff Fitness Center will continue to offer access to health management programs and tools, health risk assessments and biometric screenings, on-site wellness specialists, individual and group fitness classes, and more.

JAN - JUN 2023

20,003

Cannon Coffee Cart
beverages sold

11,759

Everyday Mobile
app orders

1,455

Catered events

800+

House Staff

MAILING SERVICES

The Mailing Services team oversees the stringent screening and processing of campus mail, assists Member offices in navigating postal processes, and helps the House save money on postage and production costs.

Between January and June, Mailing Services continued to provide support for all aspects of Franked mail, U.S. Postal Service, and commercial package delivery to the House community, including mail list processing and postage accountability services.

Mailing Services processed more than 50 million records for Member offices doing mass mail campaigns, saving an estimated 11.5 million dollars in postage and production costs. House Postal Operations pre-sorted more than 1 million pieces of outbound mail, saving House offices an estimated \$300,000.00 in postage costs.

House Postal Operations also tested and processed more than 1 million inbound letters and 18,000 packages, ensuring that all items delivered to Hill offices were safe. House Postal Operations digitized and electronically loaded more than 250,000 pieces of mail into Member constituent management systems, and the number of offices enrolled in the Digital Mail program rose to 427.

The Quarterly Mass Mail and Mass Communication reporting system underwent a complete redesign and launch based on staff input to make the program easier to navigate and process.

JAN - JUN 2023

50M Member office mass mail campaign records processed

\$11.5M Postage and production cost savings

1M Pieces of outbound mail saving the House **\$300K**

1M Inbound letters to the House

18K Packages quarantined and delivered

427 Offices participating in the Digital Mail program

House Recording Studio

The House Recording Studio provides a wide variety of video and audio services at no cost to sitting Members of the U.S. House of Representatives in accordance with the fulfillment of their constitutional duties. These services are available for broadcast and distribution in an array of video formats and delivery methods from basic radio and television to the latest satellite and web technologies.



The House Recording Studio provides video and live-streaming services to Members in their new, modernized studios.

To support the daily legislative operations of the House and provide transparency to the American public, one of the services provided by the House Recording Studio includes the televising of House Floor proceedings and Committee hearings. Between January and June of 2023, the House Recording Studio televised a total of 351 hours of Floor coverage, including special coverage of President Biden's State of the Union Address as well as President Yoon Suk Yeol's and Prime Minister Narendra Modi's separate addresses to a joint session of Congress.

Opportunities to improve legislative operations are always evolving at the House, as are opportunities for improving technology. As a large gathering space for conducting official business, the House Chamber requires an advanced sound system to ensure Members can seamlessly legislate. This year, the House Recording Studio took measures to update its audio speaker within the House Floor sound system to provide enhanced sound quality.

The House Recording Studio also supported the setup of over 605 audiovisual (AV) events throughout the House complex. AV setups support both the weekly Republican Conference and Democratic Caucus meetings, along with many Speaker and Member-sponsored public events and meetings. To improve accessibility at the House, the House Recording Studio implemented, coordinated, and supported the use of CaptionCast for legislative business and House events, including Committee hearings, thereby enabling Members, staff, and visitors to read live captions of spoken audio.

Captioning support along with support for the broadcasting, streaming, and lighting of several special events was carried out within the Capitol complex throughout the first half of 2023. These events included the unveiling ceremonies for Former Speaker Ryan's official portrait, the new Willa Cather Statue, and the production of the

John Lewis Forever stamp. The House Recording Studio also supported the Committee on House Administration's Intern Lecture Series, enabling interns to hear from inspirational speakers either in person or virtually.

In addition to providing support for special events and House Floor activity, the House Recording Studio also archives, broadcasts, and webcasts Committee hearings and markups. During the first half of 2023, the House Recording Studio covered a total of 640 hearings and markups and broke a new record of covering 43 hearings in just one day. The House Recording Studio also provided training support to committee staff charged with operating committee room equipment, including web streaming equipment, and facilitating hearings to ensure live and on-demand website coverage.

As the "People's House," field hearings help further bridge the gap between constituents in the districts and their Members in Washington, D.C., enabling them to become closer to the legislative process and the issues that directly impact them. Between January and June, the House Recording Studio successfully covered a total of 16 field hearings in ten different states and in various types of venues, including unconventional ones. These included lumber yards, barns, and even an outdoor shipyard – places that are not traditionally conducive to legislative business in the modern age and involve a great deal of logistical planning and setup.

Conveniently located in the Rayburn House Office Building, the House Recording Studio provides in-studio services for Members to conduct more personable and engaging

constituent outreach. Capitalizing on the feedback of the House community and an ever-evolving media landscape, the House Recording Studio began preparations in late 2022 to carry out its first major studio renovation in over 20 years, with the full modernization of both television studios, including sets, lighting, and cameras. Both studios are expected to be completed in the second half of the year. House Recording Studio engineers also successfully transformed one of its two radio studios into a modernized podcast studio, complete with the latest radio equipment. Since January, the House Recording Studio has supported 655 in-studio services.

In its efforts to further modernize the House, the House Recording Studio continued its ongoing work to upgrade audio and video systems in Committee hearing rooms. The team completed a full modernization of the Veteran Affairs hearing room, enabling the Committee to use their room for the first time in four years. In coordination with the Architect of the Capitol, the House Recording Studio also supported modernization efforts for the Committee on Foreign Affairs, the Committee on Agriculture, and the Committee on Education and the Workforce. The House Recording Studio also partnered with the Committee on Appropriations to make some of their hearing room technology more user-friendly for markup proceedings. Additionally, the House Recording Studio continued to work on consolidating committee equipment and completed the initial first steps necessary to test the feasibility of moving committee equipment to a data center.

Human Resources

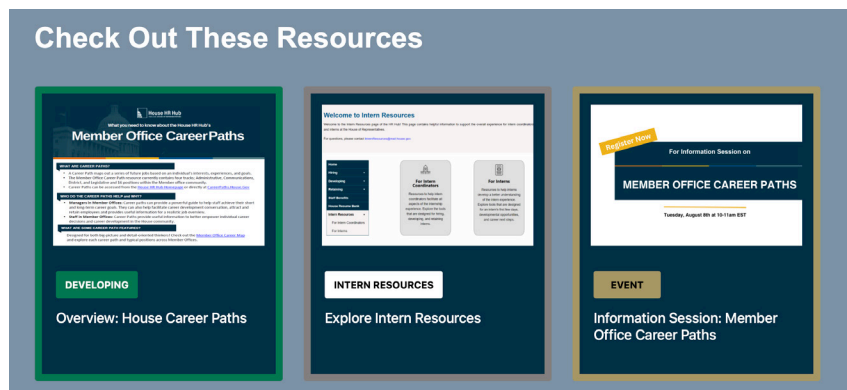
CAO's Human Resources provides a wide array of support services dedicated to the House community, including safety and overall staff well-being, personnel security and privacy, change management and diversity, counseling, workplace rights, job transition and placement services, and more.

During the 118th Congressional Transition, Human Resources launched a modernized resume bank specifically for newly elected Members of Congress. Designated Aides and Transition Aides for Members-elect were granted access from the first week of New Member Orientation in November 2022 until March 2023. The New Member Resume Bank allowed designated staff to easily sort and review resumes based on their needs. These filters included job titles, experience levels, education, and whether candidates had previous congressional experience. Job candidates were also able to directly apply to specific Member-elect offices using the same criteria.

The redesigned New Member Resume Bank provided enhanced data analysis capabilities that were previously unavailable. A total of 18,321

resumes were collected through the platform, and of these, 177 applicants were hired across 69 offices, regardless of whether their application was submitted to a specific office or position. Additionally, 68 applicants were hired for specific positions they had applied to within a particular office.

The popular House Human Resources Hub (HR Hub) also played a significant role in facilitating 118th Transition operations and assisting Members-elect with establishing their offices. The HR Hub launched a dedicated section of HR best practices to aid newly elected Members of Congress in hiring staff, which was organized into four major categories: Linkages to the New Member Resume Bank; Hiring for Your Office; Member Office Job Profiles; and Linkages to the New Member Transition Website.



The House HR Hub is a popular, one-stop-shop for HR best practices.

From the beginning of the Congressional Transition until the end of May 2023, over 162 unique users accessed the New Member Resource Page on the HR Hub. The “Members-elect Hiring Tip Sheet” was the most accessed document, with a total of 105 downloads. This one-page reference sheet outlined six key steps to assist Members-elect in the process of hiring staff.

In support of organizational initiatives focused on growth and improvement, Human Resources continued its efforts to develop career onboarding, advancement, and professional development resources; improve staff communication channels; and recognize employee contributions.

The New Staff Orientation program for CAO employees evolved to include a new session offered on a monthly basis to provide comprehensive information to new hires. This session focuses on the CAO’s vision, mission, and strategy, as well as its policies and initiatives to provide a better understanding of how each employee’s role contributes to the overall organization.

In addition to the regular orientation sessions, an extra session was introduced in April 2023 specifically for supervisory positions. This session, offered on a quarterly basis, concentrates on CAO policies, procedures, and their practical application in day-to-day activities as a CAO supervisor.

To complement the improved orientation sessions, Human Resources developed and implemented a Personnel Enrichment Partner program, commonly known as the PEP program.

Starting in April 2023, new hires were matched with an existing staff partner who helps reinforce continuous learning, build relationships, and facilitate assimilation into the organization. The PEP program has three main goals: to broaden understanding of the CAO’s business units and services and their support for the entire House community; to enhance awareness of the benefits of employment with the CAO; and to increase knowledge of common practices within different business units beyond daily work assignments. Recent events organized under the program included campus tours, presentations from Deputy CAOs, and briefings on a variety of topics including benefits and service providers.

JAN - JUN 2023

**18,321**Resumes submitted to the
New Member Resume Bank**162**Unique user visits the
HR Hub’s New Member
Resource Page

OFFICE OF EMPLOYEE ASSISTANCE

The Office of Employee Assistance (OEA) provides an essential suite of personal and professional support services including counseling, consultation, training, and retreat services to foster a healthy and productive workforce.

Throughout the 118th Congressional Transition, the OEA provided 67 Transition briefings for departing offices and committees, serving over 1,000 staffers. In conjunction with the House Center for Well-Being, the two teams completed 211 one-on-one job transition consultations for departing staff. Utilization of the OEA's services remains high and very consistent with the previous six-month period across core services including one-on-one counseling, training, and retreats.

In the spring, the OEA launched a new district-focused webinar series to better equip staffers when dealing with difficult constituent interactions, "Intervening with Constituents at Risk." Over 550 district office staff attended the webinar series.



The OEA provides in-person and virtual workshop for improving employee productivity and camaraderie.

After COVID-19 restrictions were lifted, and the House community fully transitioned back to normal operations, the OEA resumed its face-to-face outreach events across campus, interacting with nearly 350 employees at its pop-up information tables. This fall, in an effort to improve the accessibility of its services and expand its reach, the OEA will launch a 'Mental Health Minute' brief video series, as well as on-demand recordings of their most popular trainings. To meet the ever-growing demand for their services, the office is taking measures to bring on additional full-time counselors.

JAN - JUN 2023

7,733

Support interactions

225

Online mental health screenings

36

Employee Assistance-facilitated

3,059

Counseling sessions

610

Total and ongoing client cases

2,341

Training session attendees

326

New client cases

94

Employee Assistance-facilitated training sessions

HOUSE CENTER FOR WELL-BEING

The House Center for Well-Being provides a variety of services, programs, and resources to cultivate a culture of workplace well-being and help House staff thrive in their personal and professional lives.

During the first half of 2023, the House Center for Well-Being offered over 50 webinars, briefings, and in-person events focused on different dimensions of well-being and attended by approximately 3,800 staffers. Well into its second season, the House Center for Well-Being's joint podcast with the Office of Employee Assistance released six new episodes, with its subscriber count growing to over 300 employees. Their library of nearly 15 episodes thus far has been downloaded over 825 times since its launch in 2022. In partnership with Communications and Marketing, the House Center for Well-Being has increased its efforts to creatively engage with House staff and relay the latest news and offerings via regular newsletters and infographics.



The House Center for Well-Being hosts multiple events throughout the year for staff to destress and to foster work-life balance.



The House Center for Well-Being Calendar keeps staff informed on the monthly courses and in-person events designed to support the various aspects of well-being.

One of the most valuable and sought-after resources provided by the House Center for Well-Being continues to be their web-based and mobile applications, which support employees in various aspects of well-being, such as work-life harmony, healthy eating, stress management, and health and financial literacy. The number of total user accounts has eclipsed 8,700, with close to 1,500 new user accounts created between January and June of this year.

Well-being challenges for Member, Committee, Leadership offices, and eligible agencies also continue to be a popular resource for encouraging healthy behaviors, fostering team camaraderie in district and campus offices, and improving staff health and well-being. Over 925 employees participated in numerous House-wide and custom well-being challenges during the first half of 2023.

In addition to these highly sought-after challenges, the House Center for Well-Being also hosted several events for the House community, including National Nutrition Month in March and Financial Literacy Month in April. In June, the House Center for Well-Being hosted 29 virtual and in-person events as part of its annual month-long Well-Being Fair. Focused on all six dimensions of well-being, these events encourage House staff to access the variety of resources and benefits available to them while also identifying ways to incorporate and maintain healthy behaviors into their daily routines. A total of 2,998 House staffers participated in the Well-Being Fair.

The House Center for Well-Being also provides a myriad of consultation services. As part of its Well Coaching program, which provided close to 160 individual-based sessions, staff can receive personalized lifestyle and behavioral change guidance in support of their well-being journey. Close to 500 House staffers took advantage of the office's telenutrition services. Between January and June, the offices conducted close to 70 career well-being and transition consultations and reviewed over 40 resumes with House staff, including departing employees.

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53	Well-Being webinars and briefings hosted
3,785	Webinar and briefing attendees
3,377	Personal interactions with House offices
18%	Increase in well-being app user accounts
925	Well-Being challenge participants
160	Well Coaching sessions
69	Career well-being and transition consultations
495	Telenutrition visits
310	Healthy on the Hill podcast subscribers
825	Podcast downloads

FELLOWSHIP PROGRAMS

The Green and Gold Congressional Aide Program is dedicated to providing employment opportunities for veterans and Gold Star family members to work for Congress. This program offers 160 two-year employment positions. As of the end of June, a total of 88 Congressional Aides were employed by Members and House Officers in both the District of Columbia and Member offices across the country.

After its rebranding in 2022 and throughout the 118th Congressional Transition, the program continued its outreach efforts through an active educational campaign focused on its services and their positive impact on the House community as well as veterans and their families.

As a result of these efforts, Member interest in the program has remarkably increased, even surpassing the number of available opportunities. Currently, 154 Members aspire to host a Green Congressional Aide, while 175 Members are on the waiting list to host a Gold Congressional Aide.

Since its establishment in 2008, the program has seen the participation of over 500 veterans and Gold Star family members. It continues to provide valuable employment and career development opportunities for these individuals, while also contributing to their successful transition to civilian life and thereby the successful operations of the House.

JAN - JUN 2023

88

Active Congressional
Aides

329

Members Interested
in the Program

CAO Diversity Program

The CAO Diversity Program Office promotes diversity across the organization. The Program Office continued its crucial work managing its three successful programs: the CAO Executive Potential Program, Women as Leaders, and the Diversity Working Board.

The Executive Potential Program, which supports the professional development of current and future CAO leaders, selected two new individuals to grow their leadership competencies through executive training at the George Washington University Executive Program. Through this annual, one-year-based opportunity, participating CAO staff learn to become empowered leaders within their business unit and within the overall organization by undergoing a formal education program under a CAO business unit Chief.

Established in 2022, Women as Leaders serves to inspire, celebrate, and recognize every woman's contribution to the House. The program, which is intended for women who work for Officers of the House, continued to conduct its quarterly meetings in which attendees can meet, network, and hear from speakers about issues that impact all women in Congress. Between January and June, congressional female staff were invited to meet Karen Gibson (Sergeant at Arms for the U.S. Senate) and Maria Swainson (Vice President at Gartner). Previous speakers included Ann Berry (Secretary of the U.S. Senate), Catherine Szpindor (Chief Administrative Officer of the House), and Margaret Grun Kibben (House Chaplain).



Senate Sergeant at Arms Karen Gibson speaks at a Women as Leaders event.

The Diversity Working Board, which is comprised of representatives from each CAO business unit, continued its work to connect with CAO staff and acquire direct feedback on key activities and special events focused on expanding awareness of diverse national observances. Between January and June, the Board recognized observances such as Black History Month, Women's History Month, Public Service Recognition Week, Asian American Pacific Islander Month, and LGBTQ+ Month.

The CAO Diversity Program also collaborates with the CAO Internal Communications team, housed within Human Resources, to amplify staff voices and their unique stories through the dissemination of personal narrative series. This series highlights and celebrates different life experiences, cultures, and career paths of CAO staff, helping to foster awareness, connection, and empathy across the organization.

Acquisitions

Acquisitions is comprised of three groups: Contracts Management, the Small Purchasing Group, and the Office Supply Store and Gift Shop. Collaborating with the CAO and House offices, Acquisitions conducts comprehensive research and procurement bids to identify the best value for requested goods and services pertaining to office equipment and technology, training initiatives, and food services.

CONTRACTS MANAGEMENT

From January to June 2023, the Contracts Management team processed over 2,900 support services contracts and purchase orders valued at over \$81 million. Contracts were executed and purchases were awarded to facilitate and improve House operations as well as Transition-related activities.

Acquisitions procured several technology-related tools to aid House offices in conducting official business and fulfilling their constitutional duties. The Contracts Management team executed a contract to provide an enterprise eDiscovery Solution to all House committees and successfully procured a premium legislative research tool for acquiring timely information on legislation, appropriations, and more. During the pilot testing of this tool, which is slated to be launched this

year, House staff feedback indicated that the tool's datasets were more valuable and accessible than other data sources and would thereby greatly assist House staff with their legislative research.

In support of Member office administrative operations, Acquisitions also acquired Verizon Wireless services for House staff cell phones and managed Equipment Maintenance Agreements for Member offices in Washington, D.C. and in the district. Since January 2023, the Contracts Management team has been managing over 60 active agreements. Over a dozen new agreements were also issued during that time.

After the lifting of COVID-19 restrictions and the resurgence of congressional staff back on campus, Acquisitions worked closely with the Office of the Attending Physician to sunset the contract for COVID-19 testing at the Capitol complex. Over the past two years, that contract executed over 160,000 tests on behalf of the House.

Acquisitions also facilitated contracts awarded for the Sergeant at Arms (SAA), allowing the SAA to provide better security for Members both in Washington, D.C. and in their districts. The group also facilitated several purchase orders to replace existing escape hoods and upgrade the House's Joint Audible Warning System.

Acquisitions continued to procure: Microsoft Office 365 licenses; annual licensing for IT solutions and IT Disaster Recovery support; annual licenses for the Learning Management System; network software and IT services; license renewal of the House's Travel, Expense, and Invoice Management software; cloud fax services; and other IT services.

SMALL PURCHASING GROUP

The Small Purchasing Group acquires timely, essential office equipment and visits Member offices to provide condensed training on the small purchase business process, covering topics such as services provided and navigating processes like the Letter of Intent process. The Letter of Intent (LOI) process allows offices to procure certain items using prior year funding that they were unable to procure prior to the end of the legislative year. During the last Letter of Intent (LOI) process, which is managed by the Small Purchasing Group, a record number of over 400 LOI orders were processed, an approximate 30 percent increase over the 329 LOI Orders placed in 2022.

OFFICE SUPPLY STORE

In April 2023, the Office Supply Store and Gift Shop partnered with House Information Resources to stand up a new all-in-one IT system called LS Central. This unified commerce system, which includes a new Point-of-Sale (POS) system, inventory, and back-office functions to store operations, will streamline operations and result in smoother transactions at the cash registers.

After surveying House staff about their needs and preferences, new office supply products were also added to the store's shelves, demonstrating the Office Supply Store's vested interest and commitment to ensuring customer service and satisfaction.

HOUSE GIFT SHOP

As a premier destination for acquiring U.S. House of Representatives souvenirs and gifts, the House Gift Shop looks for opportunities to effectively market its American-made goods, expand its offerings, and improve customer experience. The House Gift Shop continued its partnership with CAO Communications and Marketing to increase awareness of the Shop and offer new and visually engaging products, especially for summer tourists and interns as well as national observances, holidays, and special programs. For the CAO Staff Conference program, the House Gift Shop joined fellow CAO service providers at the CAO Service Fair, which enabled House staff visiting from district offices with the opportunity to purchase

personal souvenirs and gifts during their trip to Washington, D.C. The House Gift Shop utilized their newly acquired mobile registers to seamlessly conduct transactions at their pop-ups, which generated over \$9,000 in sales. To the delight of staff, the House Gift Shop showed off their most popular clothing and merchandise at the CAO Staff Conferences for Field Representatives and Caseworkers.

The House Gift Shop also stocked greeting cards created by women and celebrating women in March for Women's History Month. In February, greeting cards celebrating and created by Black Americans were featured in the Shop.

During the first quarter of 2023, the House Gift Shop generated \$338,331 in sales, surpassing its previous best quarter sales earned in 2015 by \$73,285.



The House Gift Shop hosts a pop-up table outside of a CAO Staff Conference.

JAN - JUN 2023



\$338,331

House Gift Shop Sales

Child Care Center

The House of Representatives Child Care Center provides full-day, year-round, quality childcare to Members, House staff, and their families.

In the first half of 2023, the House Child Care Center provided exceptional quality care and developmentally appropriate learning experiences to nearly 180 children and their families across 16 infant, toddler, and preschool classrooms in the O'Neill House Office building.

Between January and June, the House Child Care Center focused heavily on fortifying its staff through new recruitment initiatives. Working closely with CAO Human Resources, the Child Care Center onboarded 19 new employees, including lead teachers, assistant teachers, teacher aides, and a new kitchen manager. The House Child Care Center also continued to refine its orientation and onboarding processes to ensure employees are well prepared to support children, families, and one another. In partnership with the Congressional Staff Academy, two additional orientation modules were developed to

introduce the House Child Care Center and classroom journaling.

This increase in staffing allowed the Child Care Center to be able to deliver childcare services to additional House families, enrolling 38 new children across all age groups. In May, the Child Care Center opened a fifth infant classroom, expanding the total infant capacity to 40. In June, the Child Care Center opened a fourth young toddler classroom, bringing the young toddler capacity to 48.

The House Child Care Center continued to develop additional strategic initiatives to align with the CAO's mission, including the House Child Care Center's commitment to servicing House staff and their families. These commitments also help guide the work of the Child Care Center faculty and serve as a foundation for a matrix of behaviors and actions and were developed within the context of the CAO Strategic framework.



House Child Care Center teachers create new opportunities and resources for family engagement.

In April, the House Child Care Center introduced a new family and teacher conference format for enhanced communication and collaboration. Families could attend these conference offerings virtually or in person, and although the House Child Care Center was closed on conference days, child care was provided for families during in-person conferences. The Child Care Center faculty also participated in Civility and Inclusion training.

In May, the House Child Care Center rolled out a new “decompression space,” which provides a quiet, comfortable space for breaks. The Child Care Center also continued its partnership with a popular non-profit program to provide additional classroom workshops from the Classroom Residency Program. These workshops provide an educational and developmentally appropriate focus on the performing arts.

In collaboration with the child development consultants, the House Child Care Center will continue to conduct classroom observations to provide both faculty and families with invaluable feedback and strategies for promoting all domains of development, preventing and responding to challenging behaviors, and supporting the needs of all children.

Employee Advocacy

In the first half of 2023, the Office of Employee Advocacy provided quality legal services to House employees in employment-related issues covered by the Congressional Accountability Act of 1995 and its 2018 Reform Act (“CAA”). Employee Advocacy provided legal advice, representation, and consultation in accord with its mission of promoting a productive Congressional workplace by upholding employee rights, minimizing distractions from personnel issues, and creating an environment free of harassment, discrimination, and retaliation.

Advice and Representation Services

From January through June 2023, Employee Advocacy provided counseling, advice, and representation to House employees on workplace issues under the 15 laws made applicable to the House by the CAA. Employee Advocacy assisted almost 200 House employees regarding new legal matters, covering well over 450 legal issues. These issues included matters related to disability accommodations; leave for an employee’s health condition or the health of a family member; parental leave and other parental rights; compensation; discrimination and harassment concerns; military service and veteran status, labor issues related to collective bargaining rights and processes; and safety concerns.

Between February and April, Employee Advocacy continued to address questions related to House staff unionization rights stemming from language in the House Rules for the 118th Congress. Employee Advocacy consulted other House subject matter experts and the Office of Congressional Workplace Rights about their handling of union-related proceedings to become a valuable resource for House employees.

In April and June 2023, two newly enacted laws provided added protections and benefits to House employees under the CAA. Employee Advocacy educated House employees about the additional rights to reasonable accommodations that the Pregnant Workers Fairness Act (PWFA) grants pregnant women and the PUMP Act’s extension of remedies for violations of the Fair Labor Standards Act provisions that cover expressing milk (i.e., pumping) at work.

In an ongoing effort to ensure operational efficiency and better serve the House community, Employee Advocacy collaborated with the Office of Cybersecurity between January and March to identify a new system that can house certain client files. This system will help further enhance Employee Advocacy’s measures to protect the privacy of its clients. Employee Advocacy also procured new technology to more effectively track legal matters and identify trends in the issues that are the most pressing and widespread for House employees.



The Office of Employee Advocacy provides in-person and virtual opportunities for employees to learn more about their services.

House Partnerships

Throughout the first half of 2023, Employee Advocacy worked to strengthen its partnerships with other CAO departments and House offices. Employee Advocacy continued its role as subject matter experts and consultants to the House's Workplace Rights and Responsibilities Education program. In addition to highlighting the impacts of recent legal changes and identifying areas for improvement, Employee Advocacy also partnered with the Office of House Employment Counsel to answer questions from the program about employers' legal responsibilities and employees' expectations under the Fair Chance Act.

In March, Employee Advocacy joined the Learning Committee, helmed by the Congressional Staff Academy, in which the office collaborated with other House trainers and educators to bring all training and education under one umbrella in the Staff Academy's Learning Management System. This joint effort consisted of representatives from the Whistleblower Ombuds; the Office of Diversity and Inclusion; CAO Communications; the CAO Coach program; Office of Employee Assistance;

House Center for Well-Being; Human Resources; Office of House Employment Counsel; House Information Resources, Office of Congressional Workplace Rights; Office of the Clerk; and the Office of the Sergeant at Arms.

To maximize information and services to House employees, Employee Advocacy also partnered with the Office of Congressional Workplace Rights to clarify the office referral practices, including each office's roles in assisting employees with putting forth the soundest claims in an efficient and timely manner. Both offices agreed to facilitate employees' contact with Employee Advocacy early in the employees' process. Employee Advocacy will continue to collaborate with CAO and House partners to support House employees.

Outreach Initiatives

In addition to strengthening its congressional partnerships, Employee Advocacy also continued its efforts to expand awareness of its services through several communications and marketing initiatives. These included featured articles in House employee newsletters like the Customer Advocate newsletter and digital signage throughout the House campus, which highlighted the most common non-adversarial ways the office can assist House employees. Employee Advocacy also highlighted timely developments through its website, HouseNet, and additional digital platforms. These developments included the 30th anniversary of the Family and Medical Leave Act, the new Pregnant Workers Fairness Act and Pump Act, and the 60th anniversary of the Equal Pay Act.

Employee Advocacy regularly met with Member office staff to answer questions about how CAA laws and House Rules could be enhanced to assist female employees and those employees who experience hostile behavior or harassment. The office also met with groups like Women in Government Relations and their workplace anti-discrimination committee to address changes to House Rules and the Office of Congressional Ethics in the 118th Congress and provide feedback on moving complaints through the ethics process.

Employee Advocacy also provided written feedback regarding House Rules that give third parties an avenue to bring Ethics complaints, individuals who have rights under the Congressional Accountability Act, and contemplated rights under the CAA Enhancement Act proposed in December 2019.

Between May and June, Employee Advocacy hosted a pop-up table at the CAO Staff Conference program's CAO Service Fairs to provide individualized feedback regarding workplace questions and personalized descriptions of resolution measures, as well as educational materials on employee rights. Employee Advocacy held a widely attended webinar on employee rights related to mental and physical health, including leave; disability, particularly reasonable accommodations; pregnancy, including rights against discrimination and rights to accommodations; and new parenthood, including mothers' pumping rights at work and all parents' leave for birth, foster placement, and adoption. Laws discussed included the Family and Medical Leave Act, Americans with Disabilities Act, Title VII of the

Civil Rights Act, the Pregnant Workers Fairness Act, the Fair Labor Standards Act, and the PUMP Act.

Throughout the latter half of 2023, Employee Advocacy will continue its outreach and communications initiatives with additional webinars and a guest appearance on the "Healthy on the Hill" podcast hosted by the Office of Employee Assistance and the House Center for Well-Being.

Congressional Transition Support

At the start of the 118th Congress, Employee Advocacy employed additional measures to ensure the House community was aware of the office as a resource for employee rights and CAA-covered matters that affect the workplace. Employee Advocacy hosted a virtual fireside chat and webinar for new Members and their employees, which provided an overview of the office's non-partisan services and the laws under which the office can help House employees.

Employee Advocacy also individually met with new Members and office staff to forge relationships in the new Congress and facilitate awareness of its services. Since most Member offices do not have dedicated human resources staff or extensive exposure to CAA-related administrative processes, Employee Advocacy explained how it can help guide staff through processes and procedures related to reasonable accommodations, health-related leave, and parental leave as well as concerns related to compensation equity, collective bargaining, and differential treatment. As a resolution-focused service, Employee Advocacy can advise and assist behind the scenes as well as in a representational capacity

Solutions Support and Continuity of Operations

BUSINESS CONTINUITY/ DISASTER RECOVERY

Embodying the CAO's commitment to be Member focused and service driven, Business Continuity/ Disaster Recovery monitors and proactively provides support to district offices impacted by natural disasters. During the first half of 2023, the Business Continuity/Disaster Recovery team provided contingency support assets to district offices across the nation that were impacted by severe flooding and wildfires. In such times of crisis, the team diligently implements a multi-faceted strategy to ensure Members can continue serving their constituents.

As a continuity support resource for the House, the team's efforts are not just relegated to House offices in the district but also those in Washington, D.C. When a facility issue damaged CAO equipment affecting the broadcast capabilities in the Education and Workforce Committee's hearing room, Business Continuity/Disaster Recovery's prompt response to provide alternate equipment ensured minimal disruption and swiftly restored full operation to the Committee's hearing proceedings while the procurement of replacement equipment was underway.

Business Continuity/Disaster Recovery also supported multiple National Special Security events, including President Biden's 2023 State of the Union address and South Korean President Yoon Suk Yeol's address to a joint session of Congress. In coordination with the House and legislative branch partners, the team played a vital role in facilitating the monitoring and placement of contingency assets during these high-profile events, demonstrating the CAO's commitment to providing essential services throughout all operating environments.

In their ongoing efforts to ensure operational preparedness, the team also partnered with other House Officers to simulate a scenario in which the primary House legislative chamber may not be accessible. This scenario enabled the team and the CAO at large to not only practice but also refine procedures necessary to conduct legislative business in an alternative location.

Furthermore, Business Continuity/Disaster Recovery collaborated across the CAO to develop a customized Information Technology Disaster Recovery (ITDR) online training. Available through the Congressional Staff Academy, this training has been completed by numerous CAO employees, thereby strengthening our collective knowledge of industry best practices and empowering CAO staff to actively contribute to the safeguarding of House data.

As part of the CAO's ongoing commitment to modernization, the team has embraced technological advancements in a dynamic landscape, enabling the CAO to meet the evolving needs of the House. On the heels of the 118th Transition, Business Continuity/Disaster Recovery equipped all Member offices with Government Emergency Telecommunications Service (GETS) capabilities. GETS offers priority communication services during emergencies or crises, enabling Members of Congress to maintain essential communications when traditional systems may be congested or otherwise unavailable.

Communications and Marketing

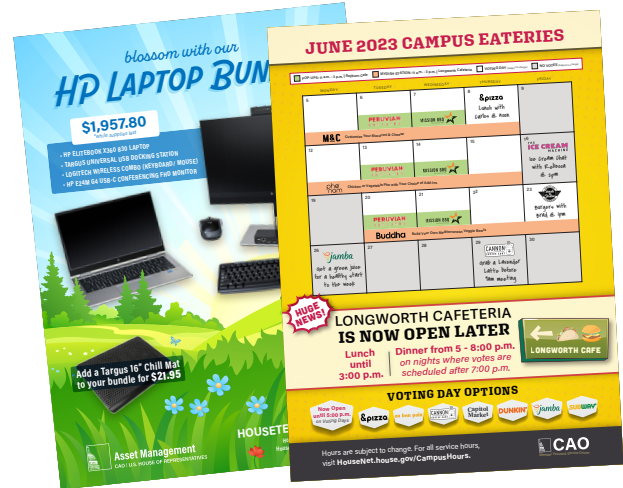
Communications and Marketing provides consultation, editorial, design, and marketing services to meet the communications needs of all CAO business units. In the first half of 2023, the team worked closely with the CAO's main customer-facing service providers to update educational materials and strategically market CAO services and offerings to Member, Committee, and Leadership staff. The team implemented a series of marketing campaigns, which incorporated direct email and position-specific newsletters; campus and text alerts; promotional videos; print and digital monitor signage; HouseNet ads; social media; infographics; and more.

As the team expanded its management of additional digital monitors, the demand for digital signage grew significantly, as did the demand for promotional services on HouseNet. New processes and procedures were put into place to support signage requests, equitably and strategically promote services, and provide greater content transparency.

Between January and July, the team provided instrumental support for several major initiatives as well as product and service launches. In conjunction with Acquisitions, the team procured an additional contract for providing news and media services for House offices. The new contract provides offices with a comprehensive media clipping service for finding and downloading TV and radio clips featuring their Member to supplement their constituent outreach. Partnering with First Call, the Communications and Marketing team supported the launch of the new Room Reservation tool, and in conjunction with HIR, built out a suite of promotional materials for the launch of the new TechSOS Desk.

A comprehensive campaign was rolled out for the addition of new rotating food concepts and the extension of food service hours. HouseNet and digital monitor signage was posted on a daily and weekly basis to remind staff of those offerings, and posters were placed throughout the House campus to provide a monthly snapshot. Communications and Marketing also teamed up with the House Staff Fitness Center and House Creative Services to create signage and a promotional video to boost its membership and highlight its renovated facility.

In support of career and well-being development services, Communications and Marketing played a vital role in building out and designing popular online tools like the House HR Hub and the CAO's internal Career Compass. The team also worked closely with the Congressional Excellence Program, which provides senior-level leadership development guidance and training to Members and their managerial staff. The team is currently working on building out a suite of materials to build greater awareness of the program and further promote its offerings. Tangentially, the team also collaborated with the House Child Care Center to boost registration for its summer enrichment program and support Child Care Center staff in communicating with parents and supplementing classroom activities. To support the annual House Center for Well-Being Fair, the team utilized all of its marketing resources to create a robust educational campaign highlighting all 30 of the Fair's events with House vendors and partners. As one of the longest-running and largest events hosted by the CAO, aside from the Congressional Transition and the CAO House Staff Conferences, the Well-Being Fair is a prime example of the team's ability to intuit staff needs and wants, utilize current marketing trends, and develop engaging and refreshed conceptual marketing.



The Communications and Marketing team uses a number of different mediums, including signs and digital monitor graphics, to connect with House Members and staff.

Communications and Marketing was also an integral collaborative partner in spreading awareness of and garnering engagement for House Digital Service and Cybersecurity-hosted events and services. The team designed branded newsletter templates to promote the House Digital Services' Advisory Group, AI Working Group, listening sessions, and briefings with House partners. Communications and Marketing also launched the first quarterly Cybersecurity newsletter with the Office of Cybersecurity to help staff keep abreast of the latest cyber news and best practices.

Partnering with the Customer Experience Management team, Communications and Marketing began the foundational work to transform the House's primary intranet platform, HouseNet, into a more accessible and user-friendly resource for all House staff. The redesign, resource audit, and content creation for the new HouseNet is underway and will continue to be a major focus of the team throughout the latter half of 2023.

JAN - JUN 2023

3,077
Projects completed
90
e-Dear Colleague letters

424+
Individual emails and newsletters sent to House staff

Business Transformation Office

The Business Transformation Office provides oversight of the CAO Project Portfolio, the Architect of the Capitol CAO Client Project Portfolio, and the CAO's sustainability initiatives. The office also collaborates with CAO leadership and staff to build new capabilities and improve existing service operations and services.

In the last six months, the Business Transformation Office implemented project pipeline management, establishing a continuous project request process. The Business Transformation Office partnered with the CAO's Office of Budget, Planning, and Analysis to align the project pipeline management processes with budget formulation. As a result, a pipeline of potential projects will be leveraged for future budget formulations, and as priorities change, projects will be added, modified, or removed. Similar processes have been adopted with the Architect of the Capitol CAO Client Project Portfolio.

The Business Transformation Office also continued to provide recommendations to CAO leadership and staff as part of the CAO's Continuous Improvement Program while maintaining the enterprise improvement log, also known as the Improvement Register. The Improvement Register has also incorporated additional sources of information, including survey data from the most recent congressional transition. As a strategic initiative, the program is designed to help CAO leadership determine which CAO services should be improved and why, and to support business units with service changes when appropriate.

JAN - JUN 2023

13

Active high priority
CAO projects

4

Completed high
priority CAO projects

10

Authorized AOC
CAO Client projects

168

Recommended CAO
service improvements

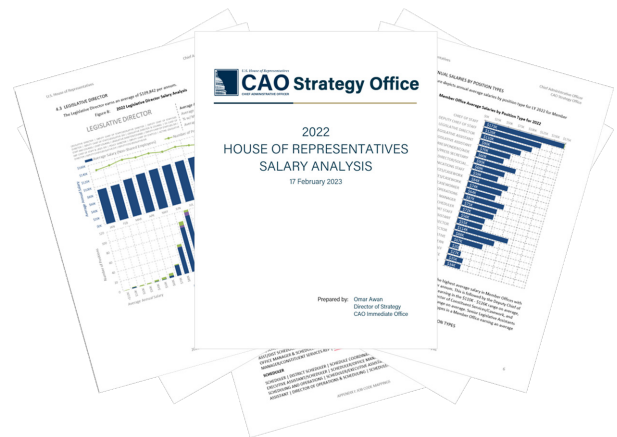
CAO Strategy Office

The CAO Strategy Office is charged with developing, driving, and communicating the CAO's strategy for identifying opportunities for improved customer service and change management.

Recalculating the MRA

At the onset of the 118th Congress, the CAO Strategy Office assisted the Committee on House Administration with formulating the Member's Representational Allowance (MRA) for all 441 Member offices of the incoming Congress. To support this effort, the CAO Strategy Office assembled a cross-functional team of data, finance, and technology experts to provide the Committee with past spending data on the five components of the MRA. The team analyzed historical spending across all components of the MRA.

Clerk Hire is the largest component of the MRA and is intended to provide an appropriate level of funding for employee pay in a Member office. The CAO Strategy Office worked with the CAO Payroll and Benefits team to analyze nearly 43,000 payroll actions from LY 2022. By categorizing over 1,500 unique position titles, the CAO Strategy Office was able to map Member office employee positions to pay bands within the General Service Administration General Schedule – thus baselining the Clerk Hire to the



The CAO Strategy Office identifies opportunities for improved customer service and change management.

executive branch pay schedule. The CAO Strategy Office also examined Member spending data to help the Committee determine the Office Expense component.

For the variable components of the MRA (Rent, Travel and Mail), the CAO Strategy Office developed a sophisticated graphical information system that mapped all 441 districts. Within the GIS, the CAO Strategy Office developed models to assist the Committee in understanding how best to calculate the variable components using both historical data and public and private market data.

Using the GIS, the CAO Strategy Office provided the Committee with options to revamp the travel component to better reflect the travel costs actually incurred by Member offices. After analyzing actual Member disbursements related

to travel, the CAO Strategy Office created a sophisticated database to relate datasets and defined advanced queries to determine reimbursement rates more accurately for travel, lodging, meals, and incidental reimbursement amounts based on GSA's 2023 per diem rates – thus providing a repeatable process for recalculating the travel component annually.

For the Rent Component, the CAO Strategy Office worked with commercial real estate experts within the General Services Administration to develop improved approaches to estimate lease rates for district offices. This effort required analyzing both public and private market data on commercial real estate for all sub markets in the United States and territories. These rates formed the basis for deriving the 441 individual District Office Rent components of the MRA.

Using options and research conducted by the CAO Strategy Office, the Committee established a new MRA formula through Committee Resolution 118-13 and adopted the LY2023 MRA for all Members of the 118th Congress.

Strategy Development

Between January and June, the CAO Strategy Office also spearheaded a strategic plan development effort for the Information Technology Customer Solutions team within House Information Resources. Together, they defined a new mission statement for the directorate: to “...provide solutions and support allowing the House Community to focus on legislation and not technology.” This new mission aligns with the overall strategy of the CAO,

empowering the organization’s technical support teams to simplify their customers’ experiences.

The CAO Strategy Office also engaged with the CAO Customer Experience Center, Office of Payroll and Benefits, and external agencies to develop approaches for surveying the transit benefit service. Leveraging insights from meetings with the Secretary of Transportation’s office and the Department of Transportation, the CAO Strategy Office designed a non-intrusive feedback process aimed at improving customer satisfaction and informing relevant improvements to the transit benefit service for House staff.

The CAO Strategy Office also collaborated with the CAO Business Transformation Office to help guide the implementation of the Continuous Improvement Program, ensuring the team’s work products and processes are in line with the strategic goals and desired outcomes of the organization. Moreover, at the request of the Committee on House Administration and CAO teams, the detailed salary analysis conducted by the CAO Strategy Office for the Clerk Hire component of the MRA was presented to the Office of Diversity and Inclusion, the Congressional Staff Academy, and the CAO Human Resources team. This collaboration aims to classify Member office positions based on the analysis of job titles, offering opportunities for synergy and reduced redundancies among these teams.

To strengthen internal communications, the CAO Strategy Office collaborated with the CAO Internal Communications Office on various initiatives in support of the One CAO campaign. New tools and resources were developed for CAO supervisors that will enable them to access timely information on strategy and culture-building opportunities to foster a team built around CAO values and leadership practices. The CAO Strategy Office also assisted in the planned refresh of CAOnline, an internal site that communicates internal updates, provides resources, and informs CAO staff about the organization. Through this collaboration, the new site is anticipated to become a more engaging and resourceful platform. To further engage CAO staff and foster synchronization of business initiatives, the CAO Strategy Office communicated the organization's strategy, goals, accomplishments, ongoing and planned initiatives, values, and leadership practices to over 700 CAO employees at the CAO All-Staff Meeting. These meetings not only serve to inform staff but inspire a deep commitment to work as One CAO towards fulfilling our mission to be Member Focused, Service Driven.

Budget and Staffing Charts

FISCAL YEAR 2022 BUDGET TO ACTUAL REPORT (DATA AS OF 06/30/2023)

	Adjusted FY 2022 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Office of the Chief Administrative Officer				
Annual Funds				
Personnel	\$80,432,663.96	\$80,428,848.09	\$2,032.63	-
Non-Personnel	\$85,808,496.29	\$84,747,833.38	\$851,982.86	0.99%
Total Annual Funds	\$166,241,160.25	\$165,176,681.47	\$854,015.49	0.51%
No Year Funds				
Total No Year Funds	\$30,128,350.00	\$19,000,318.27	\$11,128,031.73	36.94%
Total CAO Budget	\$196,369,510.25	\$184,387,463.03	\$11,982,047.22	6.10%
BC/DR				
Annual Funds				
Personnel	\$2,197,711.97	\$2,197,711.97		4.51%
Non-Personal	\$15,615,149.03	\$14,911,186.28	\$703,962.75	3.68%
Total Annual Funds	\$17,812,861.00	\$17,108,898.25	\$703,962.75	3.95%
No Year Funds				
Total No Year Funds	\$11,135,770.31	\$5,999,999.61		46.12%
Total BC/DR Budget	\$28,948,631.31	\$23,108,897.86	\$5,839,733.45	20.17%

Notes:

1. FY22 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2022 per P.L. 117-103 and any IPACs received as of 06/30/2023.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 06/30/2023.

FISCAL YEAR 2023 BUDGET TO ACTUAL REPORT (DATA AS OF 12/31/2022)

	Adjusted FY 2023 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Office of the Chief Administrative Officer				
Annual Funds				
Personnel	\$92,221,744.43	\$66,114,430.49	\$26,107,313.94	28.31%
Non-Personnel	\$96,386,724.24	\$50,498,785.02	\$45,887,939.22	47.61%
Total Annual Funds	\$188,608,468.67	\$116,613,215.51	\$71,995,253.16	38.17%
No Year Funds				
Total No Year Funds	\$26,115,504.16	\$2,597,062.92	\$23,518,441.24	90.06%
Total CAO Budget	\$214,723,972.83	\$119,210,278.43	\$95,513,694.40	44.48%
BC/DR				
Annual Funds				
Personnel	\$2,925,000.00	\$2,160,192.72	\$764,807.28	26.15%
Non-Personnel	\$13,140,000.00	\$7,070,602.32	\$6,069,397.68	46.19%
Total Annual Funds	\$16,065,000.00	\$9,230,795.04	\$6,834,204.96	42.54%
No Year Funds				
Total No Year Funds	\$17,086,411.54	\$1,822,569.78	\$15,263,841.76	89.33%
Total BC/DR Budget	\$33,151,411.54	\$11,053,364.82	\$22,098,046.72	66.66%

Notes:

1. FY23 Adjusted Budget includes funding provided under the Consolidated Appropriations Act per P.L. 117-328 and any IPACs received as of 06/30/2023.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 06/30/2023.

CAO AND BC/DR STAFFING AS OF 6/30/23

	Current FTEs	Total Vacancies	Total FTEs
CAO Positions			
Acquisitions	28	2	30
CAO IO and Galleries	62	12	74
Customer Experience Center	58	6	64
Finance	87	10	97
HIR (not including BC/DR)	276	22	298
House Recording Studio	52	0	52
Human Resources	37	10	47
Office of Risk Management	4	1	5
Logistics and Support	125	6	131
Total CAO Positions	729	69	798
BC/DR Positions	19	1	20
Total Positions	748	70	818

Notes:

1. Personnel Data is as of June 30, 2023.







CAO

Member Focused. Service Driven.



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[@HouseCreativeServices](https://instagram.com/HouseCreativeServices)

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